



Workplace Procrastination and Turnover Intentions Among IT Professionals: A Comparative Analysis of Gender and Marital Status Differences

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ABSTRACT

The information technology (IT) sector is characterized by demanding work environments that may influence employee behavior and career decisions. The present study aimed to examine gender differences in workplace procrastination and turnover intentions among IT professionals, as well as differences in turnover intentions based on marital status. A quantitative research design was adopted, and data were collected through an online survey from 75 IT professionals, comprising 37 males and 38 females, and 36 married and 39 unmarried employees. Workplace procrastination was measured using the Procrastination at Work Scale (PAWS) developed by Metin, Taris, and Peeters (2016), while turnover intentions were assessed using the Turnover Intention Scale-6 (TIS-6) developed by Bothma and Roodt (2013). The collected data were analyzed using descriptive statistics, Karl Pearson's product moment correlation, and independent sample t-tests. Workplace procrastination and turnover intentions demonstrated a significant positive correlation, indicating that higher levels of procrastination were associated with higher turnover intentions. The findings also revealed no significant gender differences in workplace procrastination among IT professionals. Similarly, turnover intentions did not significantly differ between male and female employees. Furthermore, no significant difference was observed in turnover intentions between married and unmarried IT professionals. The results suggest that gender and marital status may not be determining factors in workplace procrastination and turnover intentions within the IT sector. These findings contribute to the understanding of employee behavior and retention in technology-driven workplaces and provide insights for organizational policies aimed at enhancing workforce stability.

Key Words – *Workplace Procrastination, Turnover Intentions, Gender Differences, Marital Status, IT Professionals*

The Information Technology (IT) industry is one of the fastest-growing sectors globally and plays a vital role in economic development. IT professionals often work in highly demanding

environments characterized by heavy workloads, strict deadlines, long working hours, and continuous technological changes. These workplace conditions can influence employees' work behavior, job

satisfaction, and intentions to remain in or leave an organization.

One workplace behavior that has gained increasing attention is workplace procrastination. Procrastination refers to the unnecessary delay of intended tasks despite knowing that such delays may lead to negative consequences (Steel 2007, p.66). The majority of the researches are focused on procrastination in general and academic domains. General procrastination refers to the self-regulatory failure in volitional action and self-discipline, resulting in needlessly and irrationally delaying intended tasks in different walks of life (Hagbin, McCaffrey & Pychyl, 2012; Steel, 2007). It is often accompanied by stress, psychological discomfort, negative emotions and poor health (Ferrari 1992; Sirosis, MeliaGordon & Pychyl, 2003). According to Metin, Peters and Taris procrastination at work refers to “putting off work related action by engaging (behaviorally or cognitively) in nonwork-related actions, with no intention of harming the employer, employee, workplace or client”. In organizational settings, workplace procrastination involves postponing work-related activities by engaging in non-work-related behaviors, such as excessive internet browsing, social media use, daydreaming, or taking extended breaks during working hours. Such behaviors can negatively affect productivity, performance, and overall organizational effectiveness.

Another important organizational issue is turnover intention, which refers to an employee's conscious and deliberate desire to leave the organization (Cinar, 2015). Bothma and Roodt proposed that turnover intention is a step in the process

of leaving an organization. Kumar (2008), briefly described turnover as a critical human resource issue occurs in all sectors of the economy which affects product and service quality, productivity and profitability. Turnover intention is considered one of the strongest predictors of actual employee turnover. High turnover rates can result in significant costs for organizations, including recruitment expenses, training costs, loss of expertise, and reduced productivity. Therefore, understanding the factors associated with turnover intentions is important for improving employee retention and organizational success.

Previous studies have suggested that workplace procrastination may contribute to negative job outcomes, including reduced job satisfaction, increased stress, and higher turnover intentions. Employees who frequently procrastinate may experience difficulties in meeting work demands, which can increase dissatisfaction with their jobs and strengthen their intentions to leave the organization. Demographic factors such as gender and marital status may also influence workplace behaviors and turnover intentions. Differences in work responsibilities, social expectations, and work-life balance may contribute to variations in procrastination and turnover intentions among different groups of employees. Examining these differences can provide valuable insights into employee behavior and help organizations develop targeted strategies for workforce management.

Therefore, the present study aims to analyze whether significant differences exist based on gender and marital status on workplace procrastination and turnover

intentions among IT professionals. The findings may contribute to a better understanding of employee behavior and assist organizations in developing effective retention and performance-enhancement strategies.

Theoretical Framework

Workplace procrastination in this study is understood through the self-regulatory failure perspective advanced by Steel (2007), which frames procrastination as a failure of self-regulation in which individuals voluntarily delay an intended course of action despite expecting to be worse off for the delay. Because self-regulatory capacity has been shown in prior research to vary across individuals and social groups, this perspective provides a theoretical rationale for expecting workplace procrastination to differ between male and female employees, even though empirical findings on the direction of this difference remain mixed (Nguyen, Steel & Ferrari, 2013; Uysal & Yilmaz, 2020).

Turnover intention is examined using Mobley, Griffeth, Hand and Meglino's (1978) withdrawal process model, which describes turnover as a sequential cognitive process beginning with job dissatisfaction, followed by thoughts of quitting, an intention to search for alternative employment, and ultimately an intention to leave the organization. Because this withdrawal process is shaped by an employee's broader life circumstances and role obligations, marital status – which alters financial responsibilities, family commitments and risk tolerance – can be expected to influence how far an employee progresses along this withdrawal sequence. This

provides a theoretical basis for comparing turnover intentions between married and unmarried employees.

Taken together, self-regulatory failure theory (Steel, 2007) and the withdrawal process model (Mobley et al., 1979) form the theoretical basis for the present study's hypotheses regarding gender and marital-status differences in workplace procrastination and turnover intentions among IT professionals.

Review of Literature

A review of the empirical literature relevant to gender and marital-status differences in workplace procrastination and turnover intentions is presented below.

Abhishek Sharma and Ankita Sharma in 2021 conducted a study on Turnover Intention and Procrastination: Causal Contribution of Work-Life (Im)Balance. They conducted the study with 104 office staff working in various business organizations. They found that there is a significant relationship between work-life balance and turnover intention and a significant relationship between work-life balance and procrastination. Further regression analysis results showed a significant prediction of turnover intention and procrastination by work-life balance. Uysal and Yilmaz (2020) studied hierarchical career plateau and workplace procrastination among 367 employees in Turkey and found that workplace procrastination did not differ significantly by gender, age, education level, income level, job sector or work experience, illustrating the mixed findings on gender differences in procrastination. K and Rao (2019) examined turnover intentions among 158 IT employees in Mysore and found no significant effect of gender on

turnover intentions, but reported a significant association between marital status and turnover intentions. Seyrek and Turan (2017) studied 151 accounting professionals in Turkey and found that turnover intention varied by marital status and age but not by gender, with married and older professionals reporting greater turnover intention than single and younger professionals. Emiroğlu, Akova and Tanrıverdi (2015) surveyed 297 hotel employees in Istanbul and found that demographic factors including gender and marital status were significant determinants of turnover intention: female employees and single employees reported higher turnover intention than male and married employees, respectively. Choong, Keh and colleagues (2013) studied 377 academic staff in Malaysian private universities and found significant differences in turnover intention by both gender and marital status, with female staff reporting higher turnover intention than male staff, and married staff reporting higher job commitment than single staff. Nguyen, Steel and Ferrari (2013) examined procrastination among 22,053 individuals using the Irrational Procrastination Scale and found that women tend to procrastinate less than men, and that higher procrastination was associated with lower salaries, shorter employment duration and a greater likelihood of being unemployed or underemployed. Blomme, van Rheede and Tromp (2010) studied 247 highly educated employees and found that different factors predicted turnover intentions for men and women: promotion opportunities and work-family balance were more strongly related to turnover intentions for women, while clarity of the job description was a more important predictor for men. Russ

and McNeilly (1995) found that gender moderated the relationship between organizational commitment and turnover intentions among a sales workforce, with a joint moderating effect of gender and experience on this relationship.

Despite this body of work, most existing studies have examined gender or marital-status differences separately, in occupational settings unrelated to information technology, or without jointly considering procrastination and turnover intention as related constructs. Few studies have examined these variables together among IT professionals, an occupational group characterised by heavy workloads, strict deadlines and continuous technological change. This gap in the literature provides the rationale for the present study.

Statement of the problem

Workplace Procrastination and Turnover Intentions Among IT Professionals: A Comparative Analysis of Gender and Marital Status Differences

Objectives

1. To find out the relationship between workplace procrastination and turnover intentions among IT professionals.
2. To find out the gender difference in workplace procrastination among IT professionals.
3. To find out the gender difference in turnover intentions among IT professionals.
4. To find out the difference in turnover intentions among married and unmarried IT professionals.

Hypotheses

1. There will be a significant relationship between workplace procrastination

and turnover intentions among IT professionals.

2. There will be a significant gender difference in workplace procrastination among IT professionals.
3. There will be a significant gender difference in turnover intentions among IT professionals.
4. There will be a significant difference in turnover intentions among married and unmarried IT professionals.

METHOD

Sample

The present study adopts descriptive research design. 75 samples were selected using purposive sampling method. The sample was selected from various IT companies.

Participants

The participants in this study were IT professionals from different IT companies. There are 37 males and 38 females and 36 married and 39 unmarried people were included in this sample size. The inclusion criteria where the participants were selected from the IT profession. And the exclusion criteria where the participants were not from IT profession. The individuals who work in other professions were excluded in this study.

Tools

1. Socio-demographic sheet It includes the participants age, gender, marital status, job status and the number of years of experience in working.
2. Procrastination at Work Scale (PAWS) Metin, Taris and Peeters developed the Procrastination at work scale (PAWS)

in 2016. It consists of two dimensions, namely soldiering (8 items) and cyber slacking (4 items). PAWS have 12 items with 7-point Likert scale. Alpha reliability for procrastination at work is $\alpha = .85$. Procrastination at work correlated low to moderately highly with theoretically related concepts, supporting its convergent and discriminant validity.

3. Turnover Intention Scale 6 (TIS-6) The original version of the turnover intention scale was developed by Roodt in 2004 and it contained 14 items and used a 5-point Likert scale. Roodt developed this scale in an unpublished document. In 2008, Jacobs and Roodt later published this scale in their literature. The Cronbach's alpha coefficient of the scale was 0.913, which has high reliability rating. In 2013, Bothma and Roodt published a shortened version of this scale, named as TIS-6. It includes six items with 5-point Likert scale. It also has reverse scoring in the 2nd item.

Procedure

Using purposive sampling technique, the desired sample has been chosen. Informed consent was taken from the sample before collecting data. The participants were ensured regarding the confidentiality of their responses.

The questionnaire has been given through online along with consent form and socio-demographic form. Instructions were provided to the participants for each questionnaire separately.

Statistical Analysis

Data were analysed using IBM SPSS 20.0. Descriptive statistics were



calculated, Karl Pearson's product moment correlation was computed to examine the relationship between workplace procrastination and turnover intentions,

and independent sample t tests were performed to examine gender and marital-status differences.

RESULTS AND DISCUSSION

Table 1: Shows the distribution of socio-demographic characteristics of the participants

	Variables	n(75)	%
Gender	Male	37	49.3%
	Female	38	50.7%
Marital status	Married	39	48%
	Unmarried	36	52%

Table 1 shows the demographic details of the participants. There are 75 participants in this study. 75 participants include 37 males and 38 females, 36 married and 39 unmarried.

The participants selected for the study include both men and women and married and unmarried IT professionals. The respondents of the present study were

75. Out of the 75 participants, 37(49.3%) respondents were males and 38(50.7%) were females, and 39(52%) were unmarried and 36(48%) were married.

Hypothesis 1:

There will be a significant relationship between workplace procrastination and turnover intentions among IT professionals.

Table 2: Correlation Matrix: Workplace procrastination with turnover intentions (Pearson correlation analysis)

	Workplace Procrastination	TIS_6
Workplace Procrastination		.293*
TIS_6	.293*	

*Correlation is significant at the 0.05 level (2-tailed)

There is a significant positive relationship between workplace procrastination and turnover intentions among IT professionals. Table 2 shows the Pearson correlation computed between workplace procrastination and turnover intentions among IT professionals. It is evident that there is a significant positive relationship between the two variables ($r =$

.293, $p < .05$). That is, higher levels of workplace procrastination are associated with higher turnover intentions, and lower levels of workplace procrastination are associated with lower turnover intentions. Workplace procrastination is an intentional delay of a course of action despite expecting to be worse off for the delay, whereas turnover intention is an

employee's voluntary desire to leave an organization. If an employee's procrastination at work increases, it may reduce their engagement and productivity, which in turn can strengthen their desire to leave the organization. This finding is broadly consistent with the literature (Sharma & Sharma, 2021), which found procrastination and turnover intention to be related constructs within the framework of work-life balance.

Organizations seeking to reduce turnover intentions among IT professionals may therefore benefit from addressing

workplace procrastination through interventions that strengthen employees' self-regulatory skills, as this may help reduce voluntary turnover and support productivity and organizational goal achievement.

The alternative hypothesis is accepted; workplace procrastination and turnover intentions have a significant relationship.

Hypothesis 2:

There will be a significant gender difference in workplace procrastination among IT professionals.

Table 3: Independent sample t test between male and female IT professionals in terms of variable workplace procrastination Independent Samples Test

	Gender	N	Mean	SD	Df	T	Sig.(2-tailed)
Workplace	Male	38	22.92	14.361	73	-1.466	.147
Procrastination	Female	37	27.43	12.176	71.657	-1.469	.146

Table 3 shows the independent sample t test to compare the significant gender difference of workplace procrastination among IT professionals. It is evident that there is no significant difference in workplace procrastination among male and females.

Workplace procrastination refers to putting off work related action by engaging (behaviorally or cognitively) in non work-related actions, with no intention of harming the employer, employee, workplace or client. The result shows that the men and women have no difference in their procrastination at workplace. They either procrastinate or not procrastinate during their working time. There is no evidence for any difference in their procrastination level during their work.

Procrastination will leads to turnover intention and it will result in the overall production or productivity of the organization and it will affect the employees also. The result is contradicted to the literature Brenda Nguyen, Piers Steel and Joseph R. Ferrari, 2013 which found that women tend to procrastinate less than men. A part from this the result is consistent with the literature H. Tezcan Uysal and Fatma Yilmaz, 2020. This may be because of their worry about turnover intention or burn out. Study shows that workplace procrastination leads to turnover intentions. In the current scenario the job or the work is essential for everyone especially in IT sector. To secure their position they will not tend to procrastinate their work. While some

others are procrastinating their works. There is no gender difference in procrastinating the works. Therefore, the alternative hypothesis is rejected.

Hypothesis 3:

There will be a significant gender difference in turnover intentions among IT professionals.

Table 4: Independent sample t test between male and female IT professionals in terms of variable turnover intentions. Independent Samples Test

	Gender	N	Mean	SD	Df	T	Sig.(2-tailed)
TIS_6	Male	38	18.26	3.797	73	-.086	.931
	Female	37	18.35	4.985	67.274	-.086	.932

There is no significant gender difference in turnover intentions among IT professionals. Table 4 shows the independent sample t test to compare the significant gender difference of turnover intentions among IT professionals. It is evident that there is no significant difference in turnover intentions between males and females.

Turnover intention is an employee's voluntary desire to leave an organization. The result shows that there is no difference in turnover intentions among males and females. Sometimes it may be high or low. There is no gender difference in leaving an organization. The factors that lead to turnover intentions are same for both males and females. Their coping capacity will help them to continue their work and achieve their goals. This result is contradicted to the literature (Frederick A. Russ, Kevin M. McNeilly, 1995; 42 Blomme, R. J., van Rheede, A., & Tromp, D. M, 2010; Choong, Y.O., Keh, C.G., et al, 2013; Emiroğlu, B.D, Akovab, O., & Tanrıverdic, H, 2015). They found that

there is gender difference in turnover intentions and females have more tendencies to leave the organization than men. In this study there is no gender difference in turnover intentions. It is consistent with the literature (K, V.U., & Rao, P.S.V.B. 2019; Seyrek, H.I., & Turan, A. 2017; Carbery, R. et al, 2003). A survey report by Njeru, V.M. in 2014 found a result that is consistent with this study. It reveals that turnover intention is not influenced by gender. Now a days the unemployment is increasing, the employees doesn't want to quit their jobs. They want it to continue their needs. In this situation choosing another job in IT profession is very difficult. This may be the reason for this result.

There is no gender difference on turnover intentions among IT professionals. Therefore, the alternative hypothesis is rejected.

Hypothesis 4:

There will be a significant difference in turnover intentions among married and unmarried IT professionals

Table 5: *Independent sample t test between married and unmarried IT professionals in terms of variable turnover intentions. Independent Samples Test*

	Marital status	N	Mean	SD	Df	T	Sig.(2-tailed)
TIS_6	Married	36	18.14	4.317	73	-.316	.753
	Unmarried	39	18.46	4.512	72.901	-.316	.753

There is no significant difference in turnover intentions among married and unmarried IT professionals. Table 5 shows the independent sample t test to compare the significant difference of turnover intentions among married and unmarried IT professionals. It is evident that there is no significant difference in turnover intentions among married and unmarried IT professionals. Turnover intention is an employee's way to withdraw from a company because he/she can no longer identify with the work. There are several factors that affect the turnover intentions of the employees. This result is contradicted to the literature (K, V.U., & Rao, P.S.V.B. 2019; Emiroğlu, B.D, Akovab, O., & Tanrıverdic, H, 2015; Choong, Y.O., Keh, C.G., et al, 2013). They stated that unmarried individuals are more tend to leave from an organization than married people. Whereas a survey report by Njeru, V.M. in 2014 reveals that married IT professional was more likely to turnover compared to a single one. A part from this, the result is consistent with the literature (Seyrek, H.I., & Turan, A, 2017; Carbery, R. et al, 2003) which is found that there is no difference in turnover intentions between married and unmarried people. This may be because of the current scenario, which force them to continue their work. And almost all employees have a work from home option. This also influenced their turnover intentions. They

want to continue their work to make their life more secure. And it is difficult to get another job if they leave their current job. Therefore, the alternative hypothesis is rejected.

CONCLUSION

The present study was aimed to assess the gender differences in workplace procrastination and turnover intentions among IT professionals, as well as differences in turnover intentions based on marital status. Information technology is one of the major industries in the world. IT professionals are overwhelmed with work demands and they work round the clock 24/7 even without holidays and they calculate these for overtime. It may lead to stressful life and it affects their mental and physical health.

This study gives a clear understanding about the gender differences in workplace procrastination and turnover intentions, as well as differences in turnover intentions based on marital status of IT professionals. It was hypothesized whether if workplace procrastination is influenced by gender, if turnover intentions is influenced by gender and if turnover intentions is influenced by marital status of IT professionals. The results of the Pearson correlation analysis indicated a significant positive relationship between workplace procrastination and turnover



intentions, suggesting that employees who procrastinate more at work also report greater intentions to leave the organization. The results of the independent sample t-test shows that workplace procrastination and turnover intention are not influenced by gender. And finally, turnover intention is not influenced by marital status of IT professionals.

Limitations of the study

The researcher would like to identify certain limitation faced in the current study. The short size of the sample. Due to the lack of control of extraneous variables, it could have influenced participant response. The population is specific, the responses were collected through online mode. The

present study was conducted within a limited period of time. Participants were not interested in filling the questionnaire because of their busy work schedule.

Recommendation for Further Research

There is a need for more studies to explore and understand the emotional, behavioral and psychological problems among IT professionals and to identify the factors that affect them in their workplace. Further studies will be conducted in a large population and by adding more psychological variables. There is also need of some intervention among IT professionals to improve their productivity and efficiency. Try to control extraneous variables when conducting further studies to get accurate results.



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