

tasks and responsibilities is an important problem of the business life as it reduces the success of the individual and adversely affects his/her performance.

Procrastination can sometimes prevent an individual to fulfil his/ her responsibilities related to his/her private life. Delaying the tasks, which may seem small and unimportant in daily life, may cause this behaviour to become a habit. Regardless of whether it is important or insignificant, the postponed task could affect the other tasks (Çetin, 2009: 1). Gradual accumulation of postponed tasks can lead to bigger problems which the individual cannot handle and cause decrease in his/her task performance. When the employers examine the decline in individual's performance, they should analyse his/her emotional state, the situation and the matter (Cumaoğlu ve Coşkun, 2012: 2238). O'Donoghue ve Rabin (2001: 1) argued that procrastination behaviour is caused by ineffective time management. However, Ferrari and Tice (2000: 74) stated that the person may be afraid of being unsuccessful or being humiliated at the end of the task and therefore they postpone their tasks and show procrastination behaviour.

2. Conceptual Framework

2.1. Procrastination

Procrastination is derived from the Latin word *procrastinatus* ((pro (for, directed) + crastinus (tomorrow -to)) which means "postpone, delay, linger" (Sadykova, 2016a: 100). The tendency to procrastination was described by Balkis and Duru (2010: 159), who were quoted from Grecco (1984) as *"postponement of an important task, which the individual had previously decided to complete and has the capacity to perform, without any logical reason"*. Sadykova (2016a: 100) indicates different definitions of procrastination and interpret it as 'postponing planned actions voluntarily and irrationally'; 'to leave the urgent and important work/tasks to 'later time' 'chronically', despite possible negative consequences; 'avoiding an unwanted job / task". In fact, the procrastination does not only includes delaying task but also compass the worry and stress caused by the situation (Çelikkaleli ve Akbay, 2013: s238). Actually, procrastination is an activity of irregularity. The postponement of irregular job/task which the individual see as difficult or unwanted (Sadykova, 2016b: 2).

When a person exhibits procrastination behaviour, he/she assumes that his/her life will be more joyous. However, procrastination generally cause stress, failure, tiredness, regret and anxiety (Deniz, Traş ve Aydoğan, 2009: 610). As a result of the procrastination behaviour, the person can have a short-term feeling of comfort, but it may return as an anxiety-causing negative situation in the long term. In addition to the anxiety, employees may experience many negative emotions such as constant stress, failure and guilt, low self-efficacy which may cause physiological problems (Akbay ve Gizir, 2010: 61).

Aydın ve Koçak (2016: 19), cited from Chu and Choi (2005), stated that the individuals exhibiting procrastination divides into two groups as passive procrastinators and active procrastinators. Passive procrastinators are the individuals who do not have an actual cognitive tendency to postpone, but they postpone their duties and responsibilities because they cannot make decisions and implement them quickly. Active procrastinators are defined as individuals who

postpone their duties not because they have a problem with quick decision making and implementation but they want to deal with other things.

Aydoğan ve Özbay (2012: 2) stated that procrastination should be handled in two dimensions, emotionally and behaviourally. The emotional dimension of procrastination is the individual to feel insufficiency, self-refusal, shame, guilt, deceit, tension, panic when he/she become aware of his/her behaviour. The cognitive dimension of procrastination includes inconsistency between goals and actual behaviour (Ferrari, 1994; Blunt and Pychyl, 2000).

2.2. Task Performance

Performance is the employee's actions or behaviours which can be measured according to the level of employee's contribution and in line with the organizational purposes. There are two types of performances in theory and practice. These are task performance and contextual performance (Onay, 2011: 590).

The task performance is about completing activities and implementing the basic transformations in line with the formal job description and is related to the skilfulness and expertise. In addition, task performance reveals significant differences between jobs and it can be used for defining unchanging tasks and responsibilities (Bağcı, 2014: 61).

Alternatively, Özdevicioğlu ve Kanıgür (2009: 59) define the task performance as 'the behaviours that supports technical processes for manufacturing products or offering services, which are directly linked to the technical applications, technical capabilities, the maintenance of the technical needs.

3. Method

To reinforce the validity and reliability of the study, the expressions were compiled from previously published scientific studies. The procrastination scale of the study variables was adapted from Gul (2015)'s thesis. Gul organised his study inspired by Steven L. Dutschmann and Piers Steel. The scale consists of two parts. In the first part, 22 questions were asked to measure the procrastination due to the situational conditions (characteristics of the work) and in the second part, 23 questions were asked to examine the procrastination behaviour due to the personal characteristics (personality traits). Gul found that the Cronbach- alpha coefficient of work-related procrastination dimension was 0,769 and personality-related procrastination dimension was 0,841 in the reliability analysis. At this stage, the reliability of the scales has been tested and evaluated. In the factor analysis, Gul gathered the work-related procrastination scale in one factor but presented personality-related procrastination scale in 3 dimensions, different from the original. Gul named these dimensions as 'Regarding Making Decisions (RMD)', 'Triggers Action' (TA)", and "Avoidant' (A)" procrastination.

The Task Performance (TP) scale was adapted from the scale used in the article of Polatci (2014). The original of the scale was created by Goodman ve Svyantek (1999). The original scale includes 25 expressions for measuring performance. The first 16 expressions were used for contextual performance measurement and the last 9 expressions were used for task performance measurement.

The variables were measured in a 5-point Likert Scale (1: strongly agree, 5: strongly disagree). The empirical part of the study was carried out using questionnaires and the sample consist of 191 employee participants from 8 production facilities located in Eskisehir, Sakarya and Bursa provinces. The 121 of the 191 employee questionnaires were determined to be filled in completely and correctly and the analyses were made on these data. Aydoğmuş (2011: 192) used Tabachnick and Fidell (2001) to formulate the lower bound for the sample size, expressed the following:

$$N \geq 50 + 8m$$

N = Sample volume

M = Number of independent variables

There are three independent variables for this study: Work-Related Procrastination, Personality-Related Procrastination and Task Performance. When the figures were placed in their place, $50+8*3=74$ questionnaires were found to be sufficient for this study. In this case, 121 questionnaires are sufficient to analyse and interpret the study.

The questionnaire consists of three parts. In the first part, the participants were asked demographic and economic questions such as age, gender, education, department group (white collar, blue collar), paid wage and working years. In the second part, the participants were subject to 45 expressions that determines procrastination and in the third part, 9 expressions were presented regarding task performance with aim to specify the behavioural characteristics.

3.1. Descriptive Statistics

The demographic data of the participants are given in Table 1.

Table 1. Demographic Data

Demographic Factor	Sub-Group	N	% Frequency	Demographic Factor	Sub-group	N	% Frequency
Age	20-30	29	24%	Education	Primary	13	11%
	31-40	48	40%		High School	39	32%
	41-50	35	29%		University	63	52%
	Over 50	9	7%		Graduate	6	5%
Gender	Female	60	50%	Department	White collar	91	75%
	Male	61	50%		Blue collar	30	25%
Salary	0-2000 TRY	51	42%	Working years	1-10 years	45	37%
	2001-4000 TRY	45	37%		11-20 years	43	36%
	Over 4001 TRY	25	21%		Over 21 years	33	27%

According to the table, the majority of the employees were middle-aged workers between the ages of 31-50 (69%). It is understood that the employees who participated in the survey are balanced in terms of gender equality (50% -50%) and that the employees of the university graduates are predominant in terms of education (52%). Employees are usually employed in administrative work called white collar (75%); the majority of the participants earn salary of 0-2,000 TRY (42%) and have 1-10 years working experience (%37).

3.2. Validity and Reliability of the Scales

Factor analysis was used to determine the validity of the scales. Factor analysis is defined as ‘examining the relationship of a large number of variables that measure a particular topic and bringing the several variables together in groups’ (Saruhan ve Özdemirci, 2013: 203). The factor analysis applied to the scale of the study is shown in Table 2.

Table 2. Factor and Reliability Analysis

Factor	Expressions	Explained Variance (%)	KMO Value	Cronbach Alfa
Procrastination due to Time-Related Factors	PW2, PW3, PW10, PW16, PW18, PW9, PW20, PW21	65,56	0,903	0,884
Procrastination due to Job-Related Factors	PW1, PW4, PW5, PW11, PW12, PW17	54,89		0,857
Procrastination due to Environmental Factors	PW6, PW8, PW13, PW15, PW22	66,95		0,905
Regarding Decision Making	PP5, PP6, PP7, PP8, PP10, PP21, PP23	63,35	0,896	0,855
Triggers Action	PP11, PP12, PP13, PP15, PP16, PP20	58,25		0,909
Avoidant	PP1, PP2, PP3, PP4, PP9, PP17, PP22	67,25		0,952
Task Performance	TP1, TP2, TP3, TP4, TP5, TP6, TP7, TP8, TP9	66,68	0,924	0,653

The table shows that KMO value adequacy coefficient of Procrastination due to the Work Characteristics (PW) is 0,90; KMO value adequacy coefficient of Procrastination due to the Personality Characteristics (PP) is 0,89; KMO value adequacy coefficient of Task Performance (TP) dimension is 0,92. Özdemir (2013: 316) stated that *"KMO test is used to examine the appropriateness of factor analysis. KMO test evaluates by the value of 0.5. If the value increase from 0.5 to 1, appropriation of the factor analysis increase as well."* Therefore, it was decided that the variables were compatible for factor analysis.

As a result of the test, the 22 expressions for Procrastination due to the Work Characteristics (PW) dimension were accumulated under three dimensions for the factor analysis. These are called ‘Procrastination Due to Time-Related Factors (PTIME)’, ‘Procrastination Due to Job-Related Factors (PJOB)’ and ‘Procrastination Due to Environmental Factors (PENV)’. Similarly, 23 expressions forming the Procrastination due to the Personal Characteristics (PP) dimension were collected under 3 dimensions. These dimensions are titled as in the original study (Gul, 2015) ‘Regarding Decision Making (RDM)’, ‘Triggers Action (TA)’ and ‘Avoidant (AV)’. Altunışık, Coşkun, Bayraktaroğlu ve Yıldırım (2010: 266) stated that *"Factor loadings less than 0.5 are not suitable for analysis"*. Accordingly, the questions PW7, PW9, PW14, PP14, PP18 and PP19 were not taken into consideration because their expression loads were below 0,500.

Reliability analysis tests were applied on the study. Reliability is defined by Lorcu (2015:207) as *"an indication of the stability of measured values obtained from*

repeated measurements on the same conditions by a measuring medium". In the reliability analysis, the decisions are made according to the Cronbach's Alpha Coefficients. The Cronbach's alpha coefficient is between 0 and 1, and if it increases towards 1 the reliability of the variable for further analyses also increases (Kalaycı, 2010). As a result of the reliability analysis, the Cronbach Alpha Coefficient of all scales were over 0.800. Accordingly, the scales are regarded as highly reliable in this state.

3.3. Research Hypotheses

The hypothesis of the research was established after literature review and evaluating theoretical information.

F1: There is a significant and negative relationship between Procrastination due to the Work Characteristics and Task Performance.

F1a: There is a significant and negative relationship between Procrastination due to Time-Related Factors and task performance.

F1b: There is a significant and negative relationship between Procrastination due to Job- Related Factors and task performance.

F1c: There is a significant and negative relationship between Procrastination due to Environmental Factors and task performance.

F2: There is a significant and negative relationship between Procrastination due to the Personality Characteristics and Task Performance.

F2a: There is a significant and negative relationship between Procrastination Regarding Decision Making and Task Performance.

F2b: There is a significant and negative relationship between Procrastination that Triggers Action and Task Performance.

F2c: There is a significant and negative relationship between Procrastination of Avoidant and Task Performance.

4. Findings

The analysis part of the study was finalized with Structural Equation Model (SEM) by using AMOS 18 software program. The Structural Equation Model can explain the cause-and-effect relationship between variables and can allow the theoretical models to be tested as a whole and is used to test the causal relationships between observed and unobserved variables, in other words hidden variables (Gürbüz, Kumkale ve Oğuzhan, : 8).

4.1. Confirmatory Factor Analysis of the Scales

Confirmatory Factor Analysis (CFA) tests the factor structure of a given data that has been found and used in different studies. For the compliance of the model, the Conformity Values are used in the Structural Equation Model. The most commonly interpreted values are χ^2/df , GFI, IFI, CFI and RMSEA. The model is significant when the compliance values take values between certain intervals (Table 3) (Meydan and Şesen, 2011: 35-57).

Table 3. Confirmatory Factor Analysis Compliance Values

Variable	χ^2/df		GFI		CFI		NFI		RMSEA	
	Good compliance	Acceptable compliance	Good compliance	Acceptable compliance	Good compliance	Acceptable compliance	Good compliance	Acceptable compliance	Good compliance	Acceptable compliance
	≤ 3	$\leq 4-5$	$\geq 0,90$	0,89-0,85	$\geq 0,97$	$\geq 0,95$	$\geq 0,95$	0,94-0,90	$\leq 0,05$	0,06-0,08
PW	2,522		0,987		0,978		0,965		0,038	
PP	3,041		0,912		0,989		0,975		0,047	
TP	3,115		0,938		0,987		0,961		0,051	

The variables of the study, PW, PP and TP scales were evaluated by the primary level CFA. This is because to include the relationship between the created factors (latent variable- implicit variable) in the model (Meydan ve Şeşen, 2011: 76).

When the values shown in the table are examined, it is understood that the variables generally comply quite well and there is no need to decrease the expressions or build covariance relation between error terms. The model is ready for analysis in this state.

4.2. Hypothesis Test

A model is formed with the scales validated with CFA to test and analyse the research hypotheses.

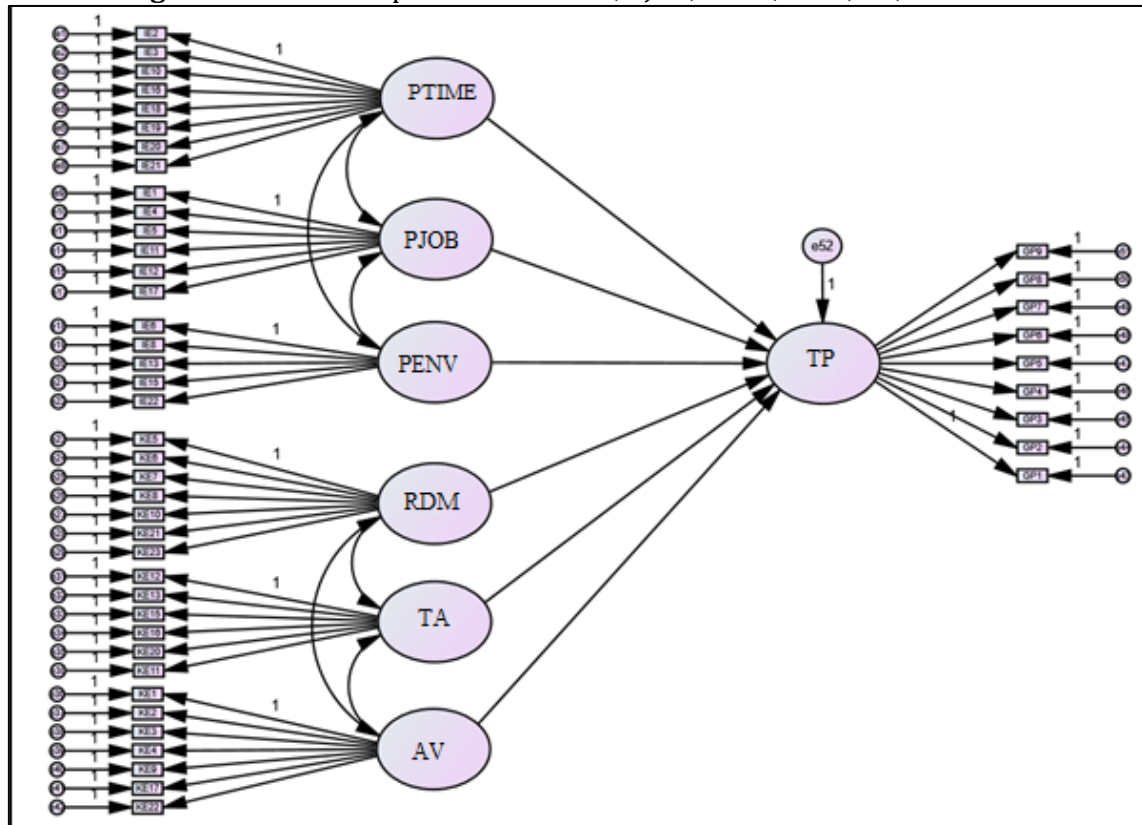
Figure 1. Relationship Between PTIME, PJOB, PENV, RDM, TA, A and TP

Table 4 shows the factor loading of the values obtained from the analysis, the standardized regression coefficients and the p values indicating the statistical significance of the bilateral relations between the variables.

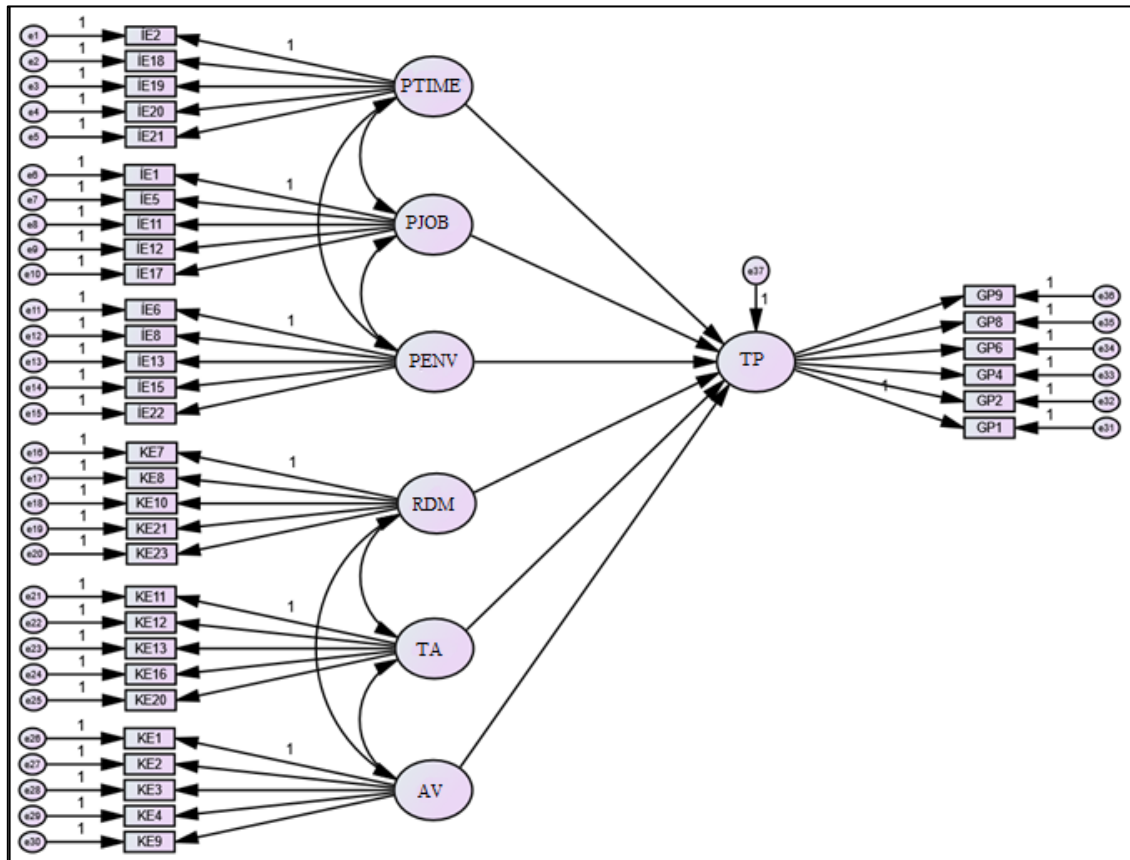
Table 4. Regression weights of the PTIME, PJOB, PENV, RDM, TA, A and TP

Parameters			Standardized Regression Weights	P
Procrastination due to Time-Related Factors	=>	Task Performance	-0,435	***
Procrastination due to Job-Related Factors	=>	Task Performance	-0,575	***
Procrastination due to Environmental Factors	=>	Task Performance	-0,625	***
Regarding Decision Making	=>	Task Performance	-0,788	***
Triggers Action	=>	Task Performance	-0,657	***
Avoidant	=>	Task Performance	-0,802	***

Standardized factor loadings of each of the following factors were determined as 0.5 or above for the each of the expressions of implicit variables of Procrastination due to Time-Related Factors, Procrastination due to Job-Related Factors, Procrastination due to Environmental Factors, Regarding Decision Making, Trigger Action, Avoidant and Task Performance. When the compliance values of the model were examined, it was seen that χ^2/df : 12,075, GFI: 0,739, CFI: 0,884, NFI: 0,878, RMSEA: 0,635. The values indicate that the model does not comply well. In this case, the model should be improved, the expressions can be reduced or covariance relationship can be established between error terms.

The path analysis for the reconstructed model is given in Figure 2.

Figure 2. Corrected Path Analysis Between Variables



In order to provide a model with compliance values, PW3, PW10, PW16, PW4, PP5, PP6, PP15, PP17, PP22, TP3, TP5 and TP7 have been deleted because the observed values and the factor loadings are below 0.700. Table 5 shows the corrected factor loadings of the model, the standardized regression coefficients and the p values showing the statistical significance of the bilateral relations between the variables.

Table 5. Corrected Regression Weights of PTIME, PJOB, PENV, RDM, TA, A and TP Variables

Parameters			Standardized Regression Weights	p
Procrastination due to Time-Related Factors	=>	Task Performance	-0,335	***
Procrastination due to Job-Related Factors	=>	Task Performance	-0,425	***
Procrastination due to Environmental Factors	=>	Task Performance	-0,282	***
Regarding Decision Making	=>	Task Performance	-0,748	***
Triggers Action	=>	Task Performance	-0,717	***
Avoidant	=>	Task Performance	-0,692	***

The standardized factor loadings of each of the expression of the implicit variables of Procrastination due to Time-Related Factors, Procrastination due to

Job-Related Factors, Procrastination due to Environmental Factors, Regarding Decision Making, Triggers Action, Avoidant and Task Performance were determined to be 0.700 or higher. When the compliance values of the model were examined, it was seen that χ^2/df : 2,225, GFI: 0,929, CFI: 0,983, NFI: 0,968, RMSEA: 0,325. Values indicate that the model's compliance is quite well.

The relationship between external and internal variables and results of the hypothesis are shown in Table 6.

Table 6. Hypothesis Test Results

Dimension	External Variable	Internal variable	β Value	P	Hypothesis	Hypothesis Result
Procrastination due to the work characteristic	Procrastination due to time-related factors	PG	-0,335	***	F1a	Verified
	Procrastination due to job-related factors	PG	-0,425	***	F1b	
	Procrastination due to environmental factors	PG	-0,282	***	F1c	
Procrastination due to the personality characteristics	Regarding decision making	PG	-0,748	***	F2a	Verified
	Triggers action	PG	-0,717	***	F2b	
	Avoidant	PG	-0,692	***	F2c	

According to the table, F1 and F2 hypotheses were verified. In this case, it can be said that there is a negative relationship between Procrastination and Task Performance of the employees. In addition, it was determined that there was a low and negative relationship between Procrastination due to the Work Characteristics and Task Performance, and high and negative relationship between Procrastination due to Personality Characteristics and Task Performance.

5. Result

This study aims to measure the relationship between Procrastination and the Task Performances of the employees. Firstly, Explanatory Factor Analysis was applied and the questions are grouped to express the variables. Procrastination was examined under two headings as Procrastination due to Work Characteristics and Procrastination due to Personality Characteristics. As a result of factor analysis, Procrastination due to Work Characteristics was gathered under 3 dimensions which are titled as Procrastination due to the Time-Related Factors, Procrastination due to the Job-Related Factors, Procrastination due to the Environmental Factors. Similarly, Procrastination due to Personality Characteristics was gathered under 3 dimensions which are titled as the original study; Regarding Decision Making, Triggers Action and Avoidant. All variables was subjected to Reliability Analysis and it was determined that all the variables are very reliable. Structural Equation Model is used for hypothesis tests. Firstly, the variables were subjected to Confirmatory Factor Analysis and it was understood that the variables presented by the Explanatory Factor Analysis had sufficient compliance values. Hypothesis tests revealed that there was a low and negative relationship between Procrastination due to Work Characteristics and Task Performance, while there was a high and negative relationship between Procrastination Due to Personality Characteristics and Task Performance.

There are two different factors that explain employee's postponement of work which he/she should complete according to his/her responsibilities and duties. The first one is that the procrastination is caused by the characteristics of the work; the second is procrastination caused by the characteristics of personality. When the procrastination in the workplace arises from the characteristics of the work, the individual does it for three reasons : The employees may show procrastination due to time pressure or insufficient time. In those cases, either the senior management puts a pressure on the employee to fulfil his/her duties and responsibilities, or a "deadline" is given to the employee. The pressure and time constraints may lead to negative prejudice for the work to be done or it may cause the employee to give priority to different jobs and delay actual work. Another procrastination behaviour is caused by the characteristics of the job. The employee may think that the job requires difficult tasks, or the job may involve tasks opposite to the employee's sense of reason. The employee may show procrastination behaviour in those situations. The last procrastination is caused by the environmental factors. The employer may complain about the fact that his/her colleagues do not work, that the working conditions are heavy, and the factors such as light and temperature make it difficult for him/her to fulfil his/her tasks. Under these circumstances, individual wants to postpone the work to a future time instead of completing the job and develops procrastination behaviour.

When the procrastination in the workplace caused by the personality characteristics, the individual does this for three reasons. Firstly, the employee may choose not to make a decision at all, or he/she may have an indecisive personality trait. Secondly, the employee cannot act to the last moment and wait for final minutes. In general, the reason for this behaviour is that "last minute" excitement can lead the individual to work more efficiently. Finally, the employee may have a weak personality and shows an avoidant approach and wants to postpone the work. In all these cases, the job needs to be done will be left to the last moment or the deadline will be missed. As a result, employee's procrastination behaviour would negatively affect the organizational productivity.

When the employee shows the procrastination caused by the characteristics of the work, the employee's performance for his/her task decreases. The decline in his/her performance will continue as long as problems with time pressure, job-related or environmental are not solved. When the employee shows procrastination caused characteristics of personality, the task performance of the employee decrease more than the procrastination caused by characteristics of work. Because, the personality traits cannot be changed and the individual can show procrastination as a result of sharper decisions.

If the sudden declines in task performance are not noticed by the top management or if it is not avoided, procrastination may become a habit of the individual and may lead his/her colleagues to show procrastination behaviour and lead to a decrease in productivity.

In the literature, the procrastination generally have been studied as academic behaviour. The work procrastination and the its effects on the business life have not been addressed. This study is important in terms of eliminating the gap in the literature. Although, this study examines the results of the work procrastination, it

does not cover the reasons, therefore future studies may be focused on the reasons of procrastination. Employees in the study sample can be customized. The procrastination of the leaders can be studied. Furthermore, the relationship between demographic factors and procrastination can be examined with an emphasis on the causes and consequences of procrastination in men and women.

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