


ORGANIZATIONAL JUSTICE ON EMPLOYEE PROCRASTINATION: A MODERATED-MEDIATION MODEL OF JOB SATISFACTION AND PSYCHOLOGICAL CONTRACT BREACH

Sunarta Sunarta^A, Heru Kurnianto Tjahjono^B, Muafi Muafi^C, Wisnu Prajogo^D



ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 20 February 2023</p> <p>Accepted 04 May 2023</p>	<p>Purpose: This research aimed to explain: (1) the role of job satisfaction as a mediator of the effect of organizational justice on job procrastination behavior, and (2) psychological contract breach as a moderator of the effect of organizational justice on job satisfaction and procrastination behavior.. .</p>
<p>Keywords:</p> <p>Procrastination Behavior; Psychological Contract Breach; Job Satisfaction; Organizational Justice.</p>	<p>Theoretical framework: Procrastination is the behavior of delaying starting work or tasks, or delaying completing a task that does not need to be postponed (Ferrari, 2023). Some people intentionally procrastinate for various subjective reasons, such as laziness or boredom. Delaying work due to this intentional element is often called procrastination (Ferrari, 2023). Most research on factors that influence procrastination behavior focuses more on individual factors; therefore, few include social relationship factors such as organizational justice and psychological contract breach.. Perceived organizational justice is one of the organizational factors that can be investigated from sociology and organizational behavior.</p>
	<p>Design/methodology/approach: This research was conducted through a survey of 195 education staff civil servants at three state universities in Indonesia. The data analysis used AMOS 17.0</p> <p>Findings: The results found that organizational justice did not directly affect procrastination behavior but through the mediation of job satisfaction. The psychological contract breach was proven not to moderate the effect of organizational justice on job satisfaction. This research was conducted on education staff with civil servant status in state universities</p> <p>Research, Practical & Social implications: This research implication that an informal-unwritten work contract arrangement through a psychological contract will be effective according to the characteristics of the job and the organization. This study compares the effect of organizational justice on job satisfaction and procrastination behavior in the context of formal and informal contract arrangements.</p> <p>Originality/value: This study was motivated by two research gaps. First, a study on the effect of organizational justice on previous procrastination behavior showed a low R-square of 0.292 (Karimi & Andam, 2016). The resulting very low R-square number indicated that the effect was weak, thus it is necessary to have other variables that mediate or moderate to improve the results. Based on behavioral theory, there is a</p>

^A Doctor of Management. Lecturer at Department of Management, Faculty of Economics and Business, Universitas Negeri Yogyakarta (Yogyakarta State University). Indonesia. E-mail: sunarta@uny.ac.id

Orcid: <https://orcid.org/0000-0002-5915-1052>

^B Professor. Lecturer at Department of Management, Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta. Indonesia. E-mail: herukurnianto@umy.ac.id

Orcid: <https://orcid.org/0000-0002-2200-0402>

^C Professor. Lecturer at Department of Management, Faculty of Business and Economics, Universitas Islam Indonesia. E-mail: muafi@uii.ac.id Orcid: <https://orcid.org/0000-0002-5078-4670>

^D Lecturer at Department of Management, Faculty of Economics and Business, STIE YKPN Yogyakarta Indonesia. Indonesia E-mail: wisnu.prajogo@stieykpn.ac.id Orcid: <https://orcid.org/0000-0003-2785-4797>

need for research that examines the role of job satisfaction in mediating the effect of organizational justice on procrastination behavior.

Doi: <https://doi.org/10.26668/businessreview/2023.v8i5.1881>

JUSTIÇA ORGANIZACIONAL SOBRE PROCRASTINAÇÃO DE FUNCIONÁRIOS: UM MODELO DE MEDIAÇÃO MODERADA DE SATISFAÇÃO NO TRABALHO E QUEBRA DE CONTRATO PSICOLÓGICO

RESUMO

Objetivo: Esta pesquisa teve como objetivo explicar: (1) o papel da satisfação no trabalho como mediador do efeito da justiça organizacional no comportamento de procrastinação no trabalho e (2) a quebra de contrato psicológico como moderador do efeito da justiça organizacional na satisfação no trabalho e comportamento de procrastinação.

Quadro teórico: A procrastinação é o comportamento de atrasar o início de trabalhos ou tarefas, ou atrasar a conclusão de uma tarefa que não precisa ser adiada (Ferrari, 2023). Algumas pessoas procrastinam intencionalmente por várias razões subjetivas, como preguiça ou tédio. Atrasar o trabalho devido a esse elemento intencional costuma ser chamado de procrastinação (Ferrari, 2023). A maioria das pesquisas sobre fatores que influenciam o comportamento de procrastinação concentra-se mais em fatores individuais; portanto, poucos incluem fatores de relacionamento social, como justiça organizacional e quebra de contrato psicológico. A justiça organizacional percebida é um dos fatores organizacionais que podem ser investigados a partir da sociologia e do comportamento organizacional.

Desenho/metodologia/abordagem: Esta pesquisa foi conduzida por meio de uma pesquisa com 195 servidores públicos da equipe de educação em três universidades estaduais na Indonésia. A análise dos dados utilizou o AMOS 17.0

Resultados: Os resultados constataram que a justiça organizacional não afetou diretamente o comportamento de procrastinação, mas através da mediação da satisfação no trabalho. A violação do contrato psicológico provou não moderar o efeito da justiça organizacional na satisfação no trabalho. Esta pesquisa foi realizada com funcionários da educação com status de servidores públicos em universidades estaduais

Implicações de pesquisa, práticas e sociais: Esta implicação de pesquisa de que um acordo de contrato de trabalho informal não escrito por meio de um contrato psicológico será eficaz de acordo com as características do trabalho e da organização. Este estudo compara o efeito da justiça organizacional na satisfação no trabalho e no comportamento de procrastinação no contexto de contratos formais e informais.

Originalidade/valor: Este estudo foi motivado por duas lacunas de pesquisa. Primeiro, um estudo sobre o efeito da justiça organizacional no comportamento anterior de procrastinação mostrou um baixo R-quadrado de 0,292 (Karimi & Andam, 2016). O número R-quadrado muito baixo resultante indicou que o efeito foi fraco, portanto é necessário ter outras variáveis que mediam ou moderam para melhorar os resultados. Com base na teoria comportamental, há necessidade de pesquisas que examinem o papel da satisfação no trabalho na mediação do efeito da justiça organizacional no comportamento de procrastinação.

Palavras-chave: Comportamento de Procrastinação, Quebra de Contrato Psicológico, Satisfação no Trabalho, Justiça Organizacional.

JUSTICIA ORGANIZACIONAL SOBRE LA PROCRASTINACIÓN DE LOS EMPLEADOS: UN MODELO DE MEDIACIÓN MODERADA DE SATISFACCIÓN LABORAL E INCUMPLIMIENTO DEL CONTRATO PSICOLÓGICO

RESUMEN

Propósito: Esta investigación tuvo como objetivo explicar: (1) el papel de la satisfacción laboral como mediador del efecto de la justicia organizacional en el comportamiento de procrastinación laboral, y (2) el incumplimiento psicológico del contrato como moderador del efecto de la justicia organizacional en la satisfacción laboral y conducta de procrastinación.

Marco teórico: La procrastinación es el comportamiento de retrasar el inicio de un trabajo o tareas, o retrasar la finalización de una tarea que no necesita posponerse (Ferrari, 2023). Algunas personas procrastinan intencionalmente por varias razones subjetivas, como la pereza o el aburrimiento. Retrasar el trabajo debido a este elemento intencional a menudo se denomina procrastinación (Ferrari, 2023). La mayoría de las investigaciones sobre los factores que influyen en el comportamiento de procrastinación se centran más en factores individuales; por lo tanto, pocos incluyen factores de relación social como la justicia organizacional y el incumplimiento

psicológico del contrato. La justicia organizacional percibida es uno de los factores organizacionales que se pueden investigar desde la sociología y el comportamiento organizacional.

Diseño/metodología/enfoque: esta investigación se llevó a cabo mediante una encuesta a 195 funcionarios del personal educativo de tres universidades estatales de Indonesia. El análisis de datos utilizó AMOS 17.0

Hallazgos: Los resultados encontraron que la justicia organizacional no afectó directamente el comportamiento de procrastinación sino a través de la mediación de la satisfacción laboral. Se demostró que el incumplimiento psicológico del contrato no modera el efecto de la justicia organizacional en la satisfacción laboral. Esta investigación se realizó en personal docente con estatus de servidor público en universidades estatales.

Implicaciones sociales, prácticas y de investigación: Esta investigación implica que un acuerdo de contrato de trabajo informal no escrito a través de un contrato psicológico será efectivo de acuerdo con las características del trabajo y la organización. Este estudio compara el efecto de la justicia organizacional en la satisfacción laboral y el comportamiento de procrastinación en el contexto de arreglos contractuales formales e informales.

Originalidad/valor: este estudio fue motivado por dos lagunas de investigación. Primero, un estudio sobre el efecto de la justicia organizacional en el comportamiento de procrastinación anterior mostró un R-cuadrado bajo de 0,292 (Karimi & Andam, 2016). El número R-cuadrado muy bajo resultante indicó que el efecto fue débil, por lo que es necesario contar con otras variables que medien o moderen para mejorar los resultados. Con base en la teoría del comportamiento, existe una necesidad de investigación que examine el papel de la satisfacción laboral en la mediación del efecto de la justicia organizacional en el comportamiento de procrastinación.

Palabras clave: Conducta de Procrastinación, Incumplimiento del Contrato Psicológico, Satisfacción Laboral, Justicia Organizacional.

INTRODUCTION

Procrastination behavior in the workplace is a problem found in almost every organization, whether public-private, small-large, or even at all levels of the organizational hierarchy (Steel & Klingsieck, 2016; van Eerde & Klingsieck, 2018). Many studies of procrastination behavior and influencing factors have been carried out (Beutel et al., 2016; Ferrari & Emmons, 1994; Ferrari et al., 2007, 2009; Grunschel et al., 2013; Kanten, 2016; Kim et al., 2017a, 2017b; van Eerde & Klingsieck, 2018), but mostly in the field of education (subjects of students and university students); however, it is still very limited for the field of organization, especially public organizations (Karimi & Andam, 2016). The study of procrastination behavior in public organizations is important because this behavior is found in many public organizations (Karimi & Andam, 2016). especially those with civil servant status because there are no clear consequences along with difficult work arrangements, especially qualitative ones. A study (Sharma, 1999) found that employees in public organizations tend to engage in procrastination behavior more than private employees.

Many factors affect work delays, including personal characteristics influenced by individual characteristics and personality traits (Kanten, 2016; Kim et al., 2017b; Munjal & Mishra, 2019; Siaputra, 2010), task characteristics, organizational relationships, and the environment (Harris, 1983; Weymann, 1988). Perceived organizational justice is one of the organizational factors that can be investigated from sociology and organizational behavior. As the findings from previous studies (Karimi & Andam, 2016). found, the fairness that employees

receive from the organization affects procrastination behavior.

This study was motivated by two research gaps. First, a study on the effect of organizational justice on previous procrastination behavior showed a low R-square of 0.292 (Karimi & Andam, 2016). The resulting very low R-square number indicated that the effect was weak, thus it is necessary to have other variables that mediate or moderate to improve the results. Based on behavioral theory, there is a need for research that examines the role of job satisfaction in mediating the effect of organizational justice on procrastination behavior.

Second, the relationship between organizations and employees is formal-transactional and involves informal-relational relationships (Ambrozini & Martinelli, 2017; Baker et al., 2002). The working relationship between employees and organizations is regulated in formal and informal contracts (Anwar & Suprihanto, 2022). Informal contracts are often in the form of unwritten contracts, also known as psychological contracts (Rousseau, 1989; Rousseau, 2001). Unwritten employment or psychological contracts that are not fulfilled can weaken the relationship of fairness in formal contracts with job satisfaction and job delaying behavior. The psychological contract breach in moderating the effect of organizational justice and job delaying behavior is still a research gap. The reasons for considering the psychological contract as a moderator are as follows:

1. Legal-formal work contracts guarantee certainty (reward-punishment system) in the relationship between employees and the organization; however, they do not guarantee that employees will make optimal contributions and control counterproductive behavior.
2. Counterproductive behavior is often found in employees of public organizations (Karimi & Andam, 2016), such as procrastinating behavior, which happens because not all aspects of work, especially qualitative ones, can be regulated in formal employment contracts.
3. On the other hand, informal employment contracts, also known as psychological contracts, can complement formal employment contracts in a more empowering and autonomous work setting. Public organizations need to have contract designs that are more flexible, fair, empowering, and provide autonomy for employees to self-regulate through psychological contracts. However, the psychological contract as an informal-unwritten contract, as a social norm, is very easy to breach (Balogun et al., 2016; Cassar & Buttigieg, 2015; Li & Chen, 2018; Morrison, 2015)
4. Normal social-based working relationship arrangements are needed not to

replace but complement formal contract-based employment relationships and transactional relationships (Choi et al., 2014; Ekmekcioglu & Aydogan, 2019). The effect of organizational justice on procrastination behavior has been described by several studies (Karimi & Andam, 2016), but is limited to the context of formal employment contracts. Some of these studies have not involved the role of psychological contracts. The reason for considering the psychological contracts breach as a moderator is the psychological contracts breach as a breach of norms in employee-organization relations (Choi et al., 2014; Ekmekcioglu & Aydogan, 2019).

This study uses a moderation-mediation model as was done in previous studies (Ekmekcioglu & Aydogan, 2019)

LITERATURE REVIEW

Ferrari (2023) stated that the behavior of delaying work is different from delaying, pausing, waiting, pondering, or prioritizing. An employee who postpones important tasks due to priority considerations or technical problems of the job does not include procrastination behavior because of its strategic nature.

Employees who like to procrastinate have the opportunity to become a habit. Some people often procrastinate in all areas of life, while others procrastinate only in certain fields (Prem et al., 2018). There are many ways people procrastinate (Gupta et al., 2012). Employees often spend work time doing activities that are unrelated to work, such as taking long breaks, chatting, daydreaming, browsing social media, or doing other things that are unnecessary. Most people procrastinate by diverting attention to tasks by browsing social media; in contrast, others avoid important tasks by doing unnecessary things. During a certain period, an employee is just surfing on social media looking for entertainment unrelated to work. Much time is wasted that should be used to do important tasks that are their responsibility and must be completed at the allotted time.

The behavior of procrastinating work is influenced by many factors that are quite complex in terms of personal, task, and the organization that houses it (Kim et al., 2017b; Steel, 2007; van Eerde & Klingsieck, 2018). The level of work delay between individuals in work can be different even in the same job because this is related to internal factors such as the ability to self-regulate, and external factors such as the amount of support from people, groups, and managers. Another condition is that it is also possible for the same person to do the same job but have different levels of procrastination behavior at different times. All is strongly influenced

by internal factors such as how long people slept the previous night, and external factors such as the presence or absence of a helpful role for managers and co-workers on any given day.

The Effect of Organizational Justice on Procrastination Behavior

Based on the theory of justice (Adams, 1963), the justice received by employees (distributive, procedural, interactional) will affect attitudes and behavior. A study (Sharma, 1999) found that fair management style influences task procrastination behavior. However, the fair management style is different from the concept of organizational justice. A fair management style focuses on managers (actors), while organizational justice focuses on organizational issues (Muala et al., 2022). Empirical studies on the effect of organizational justice on procrastination behavior have been analyzed in previous studies (Karimi & Andam, 2016).

A study (Khakpour, 2018) with a non-experimental approach through a questionnaire to 80 employees at Payam Noor University of Hamedan India found an influence between procedural justice and interactional justice with procrastination behavior. Another study (Karimi & Andam, 2016) also found the effect of organizational justice on procrastination behavior. The study was conducted on 162 staff of the sports department in Hamedan, India. These studies empirically strengthen the argument that employees who feel treated unfairly by the organization will be followed by counterproductive behavior such as procrastination.

Empirical studies on the influence of dimensions in organizational justice on procrastination behavior so far have not found consistent and conclusive results; it can be a research gap. Khakpour (2018) found that all dimensions of justice, namely distributive justice, procedural justice, and interactional justice, affected procrastination behavior. However, Karimi & Andam's (2017) research results did not significantly affect interactional justice on procrastination behavior. Previous research (Khakpour, 2018; Karimi & Andam, 2017) has focused on the justice dimension, which is not conclusive for organizational justice.

H1 Organizational justice harms (or, negatively affects) procrastination behavior.

Job Satisfaction as a Mediator of the Effect of Organizational Justice on Job Satisfaction

External stimuli affect perceptions and attitudes based on behavioral theory. Furthermore, attitudes affect behavior. Regarding the perception of organizational justice, external stimuli provide information and experiences that individuals perceive about the justice

provided by the organization. Perception will affect job satisfaction, which affects behavioral responses. Attitude is a predictor of behavior, and job satisfaction is part of the attitudes.

Several studies (Khakpour, 2018; Karimi & Andam, 2017) found a direct influence of organizational justice on procrastination behavior. Several other studies found indications of indirect effects. Several studies (Abekah-Nkrumah & Atinga, 2013; Palaiologos et al., 2011; Tjahjono, 2011, 2011; Tjahjono et al., 2019) found the effect of fairness received by employees on job satisfaction. Meanwhile, other studies (Beutel et al., 2016; Mohsin & Ayub, 2014) also found the effect of job satisfaction on procrastination behavior. Dissatisfied employees will then evaluate the contribution made to the organization, such as by procrastinating work. Testing the effect of organizational justice on procrastination behavior directly or indirectly through the mediating role of job satisfaction still provides research gaps.

H2 Job satisfaction mediates the effect of organizational justice on procrastination behavior

Psychological Contract Breach as a Moderator of the Effect of Organizational Justice on Job Satisfaction and Procrastination Behavior

Employees interact with organizations in transactional and relational relationships (Ambrozini & Martinelli, 2017; Baker et al., 2002; Zenger et al., 2000). Transactional relationships are often regulated in formal written employment contracts. The written employment contract stipulates the obligations of each party. Ensure that the working relationship model between employees and the organization is regulated in legal-formal contracts and often through unwritten agreements that are socially normal. The contract model is often known as the psychological contract (Rousseau, 1989; Rousseau, 2001) The initial concept of the psychological contract was introduced by Argyris and became popular through Rousseau's articles (Rousseau, 1989; Rousseau, 2001) Psychological contracts govern the working relationship between employees and the organization based on an unwritten agreement based on expectations and promises based on trust.

Legal-formal employment contracts guarantee certainty, namely clear consequences if each party commits a breach. However, not all aspects can be regulated in a formal employment contract. On the other hand, informal unwritten contracts have the advantage of providing autonomy and flexibility in work arrangements. Employees will produce high productivity and low complaints if supervisors guarantee and respect employees informal cultural norms such as autonomy, i.e., letting employees self-regulate to earn adequate wages and secure jobs

(Rousseau, 2001). However, the psychological contract as an unwritten contract can be easily broken.

Previous studies have generally found that organizational justice has a direct effect on job satisfaction (Abekah-Nkrumah & Atinga, 2013; Tjahjono, 2011; Tjahjono et al., 2019; Tremblay et al., 2000), and procrastination behavior (Karimi & Andam, 2016), but the strength of their influence can be influenced by psychological contract breach (Choi et al., 2014; Ekmekcioglu & Aydogan, 2019). The psychological contract breach can weaken the relationship between organizational justice in a formal contract on job satisfaction and procrastination behavior. Ekmekcioglu & Aydogan (2019) conducted a study on the psychological contract as a moderating variable of organizational justice on turnover behavior through a survey of 339 employees of financial institutions in Turkey. Other studies were also conducted by Choi et al. (2014) on 284 employees at ten companies in South Korea who place the psychological contract as a moderator of organizational justice for extra-role behavior.

Psychological contract as the norm (agreements) in social relations so that the psychological contract breach can be a condition that weakens the influence of organizational justice on job satisfaction and behavior (Choi et al., 2014; Ekmekcioglu & Aydogan, 2019). The effect of organizational justice on job satisfaction and procrastination behavior will be stronger if the psychological contract is fulfilled/not breach.

H3 Psychological contract breach moderate the effect of organizational justice on job satisfaction.

H4 Psychological contract breach moderate the effect of organizational justice on procrastination behavior

METHODOLOGY

The research was conducted through a survey approach to education staff with Civil Servants (abbr. PNS in Indonesia) status at State Universities (abbr. PTN in Indonesia) in Indonesia. The selection of research samples used purposive sampling method, namely taking samples with certain considerations according to the needs of researchers. The purposive sampling method used was quota sampling, namely the sampling technique based on a proportional quota. The criteria that can be sampled were the respondents who met the requirements: (1) educational staff with PNS status, (2) with a minimum of 2-year working period starting from CPNS (Probationary Civil Servant), (3) being at the level of Groups II, III, and IV, and (4) with a high-school education and above. The sample size of this study was

adopted as recommended by Hair et al. (2014), which is at least 5 x the number of question items (indicators) that are measured. The number of question items in this study was 39, therefore the number of samples needed was $5 \times 39 = 195$.

The procrastination behavior was measured using six indicators of procrastination behavior developed by Tuckman (Tuckman, 1991), which were modified (Özer et al., 2013). The procrastination behavior was measured using five scales (5 = very often, 4 = often, 3 = sometimes, 2 = rarely, 1 = never). The job satisfaction was measured by the employee attitudes (self-report) regarding the suitability between expectations and the fulfillment of expectations received in the organization. The job satisfaction was measured using a modified nine scale developed by Spector (1985) (Dhamija et al., 2019). The job satisfaction was measured using five scales, (5 = very satisfied, 4 = satisfied, 3 = quite satisfied, 2 = dissatisfied, 1 = very dissatisfied).

Organizational justice is an employee's perception of the fairness that employees receive by the organization. The organizational justice was measured by three indicators of organizational justice (Colquitt, 2001; Miller et al., 2012), consisting of distributive justice (four question items), procedural justice (seven question items), and interactional justice (four question items). The indicator score is the average of the existing question scores. The organizational justice was measured using five scales (5 = very fair, 4 = fair, 3 = quite fair, 2 = unfair, 1 = very unfair). Psychological contract breach is an employee's perception of the organization's failure to fulfill the obligations given to employees. The psychological contract breach were measured by nine indicators developed by Robinson and Morrison (Cohen, 2013). The psychological contract breach were measured using five scales (5 = very often, 4 = often, 3 = sometimes, 2 = rarely, 1 = never).

The research was analyzed using covariance-based Structural Equation Modeling (SEM). SEM is also seen as a combination of factor analysis (CFA) and regression analysis. Assessment of the level of reliability of a measuring instrument can be seen from the Average variance Extracted (AVE), Composite Reliability (CR), Cronbachs Alpha (CA).. The cut-off value of AVE was greater than 0.70 (Hair, 1997), the CR and CA was greater than 0.60 (Fornell and Larcker, 1981). The hypothesis test used the comparative significance value of CR (Critical Ratio) or CR probability (p-value) (Gelman & Stern, 2006; Figueiredo et al., 2013).

RESULTS

The factor analysis used to test the validity of this research instrument was Confirmatory

Factor Analysis (CFA). In the test process, an indicator is said to be valid if the loading factor value is obtained at a significance level (p) <0.05. The results of the endogenous variable CFA test show that all endogenous construct indicators used in this research had a loading factor value of 0.5. Based on these results, it can be concluded that all exogenous construct indicators in this research were declared valid.

Table 1: Factors Loading

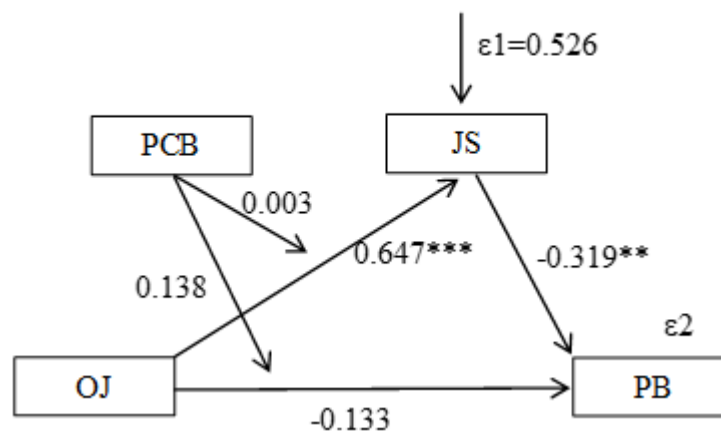
	OJ	PCB	JS	PB
OJ1	0.721			
OJ2	0.743			
OJ3	0.684			
OJ4	0.774			
OJ5	0.684			
OJ6	0.667			
OJ7	0.776			
OJ8	0.716			
OJ9	0.790			
OJ10	0.681			
OJ11	0.681			
OJ12	0.676			
OJ13	0.766			
OJ14	0.839			
OJ15	0.839			
JS1			0.739	
JS2			0.762	
JS3			0.813	
JS4			0.762	
JS5			0.773	
JS6			0.824	
JS7			0.733	
JS8			0.744	
JS9			0.800	
PB1				0.676
PB2				0.875
PB3				0.828
PB4				0.903
PB5				0.891
PB6				0.888
PCB1		0.678		
PCB2		0.711		
PCB3		0.724		
PCB5		0.642		
PCB6		0.705		
PCB7		0.677		
PCB8		0.659		
PCB9		0.690		
AVE	0.526	0.571	0.597	0.718
Composite Reliability	0.949	0.877	0.930	0.938
Cronbachs Alpha	0.943	0.849	0.915	0.919

Source: Prepared by the authors (2023).

Reliability is an index that shows how much a measuring instrument can be trusted or reliable. If a measuring instrument is used repeatedly to measure the same symptoms, the results obtained are relatively consistent. The measuring instrument was said to be reliable. In other words, reliability shows the consistency of a measuring instrument in measuring the same phenomenon. Based on the average variance extracted (AVE) value, the AVE value of the two latent variables is greater than 0.5, then the construct used in the study is valid. These things indicate that the indicators that make up the latent construct have good convergent validity. Based on Cronbach's Alpha and Composite Reliability values, Cronbach's Alpha and Composite Reliability values are obtained which are greater than 0.70, which indicates that the latent construct has good reliability.

In the 1st model, where the dependent variable is JS, the R-Square is 0.474 which means that the independent variable (X) contributes an influence of 0.474 or 47.4% to the dependent variable (Y). While the remaining 52.6% is the influence of other factors that are not observed. The second model, where the dependent variable is PB, the R-Square is 0.292 which means that the independent variable (X) contributes an influence of 0.292 or 29.2% to the dependent variable (Y). While the remaining 70.8% is the influence of other factors that are not observed.

Figure 1. Model Estimation with Moderating Variables



Source: Prepared by the authors (2023).

The hypothesis, which stated that organizational justice (OJ) affected procrastination behavior (PB), was not supported because the significance level (ρ) of the test results was 0.481 ($\rho > 0.10$). This means that the organizational justice (OJ) did not affect procrastination behavior (PB). The hypothesis, which stated that organizational justice (OJ) affected job satisfaction (JS), was supported because the significance level (ρ) of the test results was 0.000 ($\rho < 0.01$). This means that the organizational justice (OJ) had a positive and significant effect

on the job satisfaction (JS) at the level of significance (α) < 1%. The hypothesis, which stated that job satisfaction (JS) affected procrastination behavior (PB), was supported because the significance level (ρ) of the test results was 0.039 ($\rho < 0.05$). This means that the job satisfaction (JS) had a negative and significant effect at the procrastination behavior (PB) on the level of significance (α) < 5%.

The job satisfaction, as a mediator of the influence between organizational justice (OJ) on procrastination behavior, could be supported because indirect effect is greater than direct effect at the level of significance (p) of 0.049 ($p < 0.05$). This means that the effect of organizational justice on the procrastination behavior through job satisfaction at the level of significance (α) < 5%.

Table 2: Path Analysis

	JS		PB	
	β	ρ	β	ρ
Direct Effect				
OJ	0.647	*** 0.000	0.133	0.481
PCB	0.067	0.623	0.177	0.443
PCB * OJ	0.003	0.984	0.138	0.466
JS			-0.319	** 0.039
Indirect Effect				
OJ->JS-->PB			-0.206	** 0.049
R Square	0.474		0.292	

Note:: ** = significant effect on the probability of the error rate (α) < 5%,

*** = significant effect on the probability of the error rate (α) < 1%

Source: Prepared by the authors (2023).

The hypothesis, which stated that psychological contract breach moderated the effect of organizational justice (OJ) on job satisfaction, was not supported because the significance level (ρ) of the test results was 0.984 ($\rho > 0.10$). The interaction variable between psychological contract breach and organizational justice had no significant effect on job satisfaction (JS). The hypothesis, which stated that psychological contract breach moderated the effect of organizational justice on procrastination behavior, was not supported because the significance level (ρ) of the test results was 0.466 ($\rho > 0.10$). The interaction variable between psychological contract breach and organizational justice had no significant effect on procrastination behavior.

DISCUSSION

Quality relationships between organizations and employees, which are reflected in a fair compensation system, fair work procedures, quality interactional relationships between employees and fair organizations (Colquitt, 2001), can increase employee job satisfaction

(Abekah-Nkrumah & Atinga, 2013; Tjahjono, 2011; Tjahjono et al., 2019; Tremblay et al., 2000) and controlling negative behaviors such as procrastination behavior (Karimi & Andam, 2016). The justice provided by the organization in the compensation system (distributive justice), work procedures (procedural justice), and the quality of interactional relationships (interactional justice) has the potential to provide incentives in building a positive climate for productive behavior and controlling counterproductive behavior, such as procrastination behavior (Karimi & Andam, 2016), and creating job satisfaction for employees (Ariani, 2023; Abekah-Nkrumah & Atinga, 2013; Tjahjono, 2011; Tjahjono et al., 2019; Tremblay et al., 2000). The positive or negative attitudes and behaviors of these employees often reflect a person's reaction to the fairness of policies taken by the organization. Job satisfaction does not directly impact employee behavior; however, it is an important part or element of organizational performance.

The research results found that organizational justice had no direct effect on procrastination behavior ($p > 0.10$) but through the mediation of job satisfaction ($p < 0.05$). This research found different results compared to previous studies (Karimi & Andam, 2016), which found a direct influence of organizational justice on procrastination behavior. These differences could be caused by differences in the research context, namely the characteristics of employees and organizations that were the subject and object of research. This research was conducted on education staff with civil servant status in educational organizations with a hierarchical culture, namely an organizational model with a compensation system, career paths, performance appraisal procedures, and work procedures that encourage long-term stability of its employees. This system has advantages in ease of measurement, assessment, coordination, and control. In addition, to estimate the number of various forms of compensation, performance appraisal procedures, career systems, and positions over a long period, from the time an employee is accepted to retirement, can be calculated. However, this system is unsuitable for employees who emphasize effectiveness rather than just meeting formal (administrative) standards.

This study found that the R-square value of organizational justice on job satisfaction (0.474) was higher than previous studies, which was 0.126 (Khakpour, 2018) and 0.292 (Karimi & Andam, 2016). Employees who think that the system is unfair will feel disappointed (dissatisfied) and can reduce their contribution, such as procrastinating work. This is what makes organizational justice not directly affect procrastination behavior but through the mediation of job satisfaction. Likewise, employees who feel the compensation-contribution

system (distributive justice), work procedures (procedural justice), and interactional relationships (interactional justice) are unfair will be followed by dissatisfaction. This dissatisfaction ultimately affects negative behavior such as procrastinating work.

The psychological contract, breach in this case, was also proven not to moderate the effect of the three dimensions of organizational justice both on job satisfaction ($p > 0.10$) and on procrastination behavior ($p < 0.10$). The psychological contract breach did not strengthen or weaken the effect of distributive justice, procedural justice, interactional justice on job satisfaction, and job procrastination behavior. The initial concept of psychological contracts aimed at more flexible work arrangements by providing autonomy, i.e., letting employees self-regulate in earning adequate wages and having secure jobs.

The more flexible work arrangements are not suitable for work arrangements in organizations with a hierarchical culture. More flexible work arrangements are more suitable for organizations with an adhocracy culture and achievements following a market-based culture (Madhani, 2014), such as salespeople or salespeople and research and development in private companies. An employee or sales manager will quickly get a promotion or other compensation because of the program's impact on sales or the resulting company performance.

This is different from the case of civil servant education staff in a State Universities whose work methods, work standards, work culture, and procedures have been determined in laws and regulations so that the work system is more routine whose impact cannot be seen in the short term. In these conditions, enforcement or arrangements in formal contracts are more effective than informal contracts, which are more flexible. The compensation system, including remuneration, procedures, and performance appraisals, has been standardized in formal contracts. The career path, rank, class, and compensation system uses a clear hierarchical system; it applies to all elements of the organization.

CONCLUSION

These research results found two main findings as follows. First, organizational justice does not directly affect procrastination behavior but through the mediation of job satisfaction. The indirect effect of organizational justice on procrastination behavior through the mediation of job satisfaction is greater than the direct effect. Second, psychological contract breach do not moderate organizational justice both on job satisfaction and procrastination behavior.

This research implication that an informal-unwritten work contract arrangement through a psychological contract will be effective according to the characteristics of the job and the

organization. Psychological contracts aim to provide autonomy and flexible work arrangements that are more suitable for non-routine jobs that are skill-based or market-based so that they are not suitable for routine work with hierarchical & clan-based organizations.

These research subjects are civil servants at State Universities with cultural characteristics that tend to be hierarchical. A hierarchical culture requires compensation systems and performance appraisal procedures that promote the long-term stability of its employees. These research results enrich the literature on procrastination behavior in management and organization. The behavior of procrastinating has been widely described in the literature in the academic world, such as delaying completing assignments from teachers and other lecture assignments, but related to procrastination in organizational management practices are still very few.

This research still has some limitations. First, this research does not include organizational culture factors. This research was conducted on education staff with civil servant status in organizations that adhere to a hierarchical culture. Research can give different results for temporary or contract employees in organizations with different cultures, such as work arrangements in organizations with adhocracy cultures and achievements with market cultures. Future research can compare the model for contract/non-permanent employees or by comparing several organizations with different cultures. Second, this research was conducted using a cross-sectional design survey approach. Research with a survey approach has weaknesses over time, such as the influence of technology and changes in the organization's economic, social, and regulatory environment. Research results can change over time, so future research needs to consider these factors.

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