

## Work procrastination and work-life balance as predictors of employee performance: evidence from a state-owned logistics company in Surabaya



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### ABSTRACT

*Sustaining employee performance has become a strategic priority for organizations operating in highly demanding and competitive environments. Over the past three years, a state-owned logistics organization in Surabaya has experienced a consistent decline in employee productivity, underscoring the need to identify key behavioral and organizational factors influencing performance outcomes. This study examines the effects of work procrastination and work-life balance on employee performance within the organization. Adopting a quantitative research design and a census sampling approach, the study involved all 112 employees as respondents. Data were collected through structured questionnaires employing a five-point Likert scale and supported by semi-structured interviews and direct field observations. The proposed relationships were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software. The findings reveal that work procrastination has a significant negative effect on employee performance, indicating that delays in task completion adversely affect productivity and work outcomes. Conversely, work-life balance positively and significantly influences employee performance, suggesting that employees who achieve a better balance between professional and personal responsibilities are more likely to perform effectively. Collectively, both variables explain 65.4% of the variance in employee performance, demonstrating substantial predictive power. The study contributes to the organizational behavior and human resource management literature by highlighting the dual importance of minimizing counterproductive work behaviors and fostering employee well-being to enhance performance. These findings offer practical implications for managers in state-owned enterprises seeking to improve organizational effectiveness through targeted interventions that reduce workplace procrastination and promote work-life balance initiatives.*

**Keywords:** Employee Performance; Work Procrastination; Work-Life Balance



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## INTRODUCTION

Progress of companies in the modern era is largely determined by the quality of human resources as the primary driver of productivity. In the rapidly growing logistics and delivery services sector, employee performance has become a decisive factor that cannot be overlooked (Susanto et al., 2023). Nevertheless, many companies face serious challenges in the form of declining employee performance, which threatens productivity and the achievement of organizational goals (Kurnia & Widigdo, 2021).

This phenomenon is observable at a state-owned logistics company in Surabaya that has transformed into an integrated digital logistics company, providing postal, courier, logistics, financial, retail, and property services through a network spread across the archipelago. The company employs 112 employees across six departments, of which the Courier and Logistics Operations Control Division is the largest unit with 64 employees. Performance is evaluated through a KPI-based system covering work quality, work quantity, attendance, teamwork, and creativity. Performance assessment data from 2022 to 2024 reveal a concerning pattern: total performance scores were 76.2 (2022), 84.7 (2023), and declined to 78.5 (2024), all within the 'Adequate' category (60–84.9). In 2024, the work quantity indicator declined most significantly (-2.1 points), followed by attendance (-1.8 points) and work quality (-1.4 points). Sales realization dropped from 1,151,272 units (2022) to 875,320 units (2024), with target achievement continuously falling from 92.6% to 83.3%, even as annual targets were progressively reduced.

One factor suspected of contributing to this deterioration is work procrastination the deliberate act of delaying tasks despite knowing they must be completed (Ariani, 2025). This is not merely an occasional problem; it disrupts employees' daily routines and potential, ultimately resulting in an overall decline in performance (Ahmad et al., 2021). Research on procrastination in workplace settings confirms that the tendency to delay tasks is consistently associated with reduced output quality and quantity, particularly among employees under high workloads (Setyaningrum & Saifudin, 2024). These procrastinatory tendencies are visible in daily operations: certain employees defer sorting or distributing goods received in afternoon work orders, and some leave their workstations for personal activities before completing assigned tasks. Late delivery rates stood at 32.3% (2022), declined to 12.1% (2023), but surged again to 30.8% (2024). Customer complaints rose from 1,573 cases (2023) to 2,040 cases (2024), predominantly related to delivery delays and service quality.

Work-life balance constitutes a second variable of interest, conceptualised as an individual's capacity to preserve equilibrium across the multiple domains of life (Puryana & Ramdani, 2022). Absenteeism records covering January through September 2025 documented 434 absence incidents, of which approximately 72% (315 cases) were directly attributable to personal circumstances: personal leave (140 cases), family or social obligations (80 cases), and medical leave (95 cases). The peak was recorded in April, when 70 out of 108 employees were simultaneously absent, strongly pointing to systemic work-life balance difficulties. Studies in comparable organizational contexts confirm that failure to maintain this equilibrium leads to absenteeism, reduced engagement, and lower output (Badrianto & Ekhsan, 2021). Among newer workforce cohorts, work-life balance has gained particular salience as a predictor of sustained dedication and performance quality (Mahardika et al., 2022; Rahmawati, 2021).

Prior empirical studies have produced inconsistent findings. Regarding work procrastination, some report a facilitative effect on performance (Gulo & Mayratih, 2025), while others document a significant inhibitory relationship (Suryawan, 2022; Yuda, 2022; Setyaningrum & Saifudin, 2024). For work-life balance, some studies demonstrate

a positive effect (Sari et al., 2025; Nurutomo et al., 2025; Preena & Preena, 2023; Alifia & Iryanti, 2023; Fajari & Irbayuni, 2024), while others identify a more complex or negative effect (Alamsyah et al., 2025; Amalia & Sawitri, 2025; Dewi et al., 2024). These inconsistent findings suggest that the relationship between these variables may differ across organizations and work environments. Therefore, further research is needed in specific organizational settings.

Accordingly, this research aims to empirically examine the effects of work procrastination and work-life balance on employee performance at a state-owned logistics company in Surabaya, utilising PLS-SEM methodology, and to contribute novel evidence from an underexamined organisational setting.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance constitutes a foundational dimension of human resource management, reflecting the extent to which individuals succeed in contributing to organisational goals. Mathis and Jackson (2006) conceptualise performance as encompassing both what employees accomplish and how they do it. Sari et al. (2025) argue that elevated performance reinforces company productivity while suboptimal performance impedes target attainment. Employee performance is not solely determined by individual behavioral factors, but is also shaped by various workplace-related elements, including organizational culture, work motivation, and organizational commitment (Husna & Prasetya, 2025; Waluyo & Swasti, 2024; Setyawan & Triyanti, 2020). These performance outcomes therefore emerge from the interplay between personal characteristics and the broader organisational environment. The theoretical underpinning of this study is Hobfoll's (1989) Conservation of Resources (COR) Theory, which posits that individuals are inherently motivated to accumulate, preserve, and defend resources of value to them. Personal resources, such as self-efficacy, in conjunction with organizational commitment, enable employees to cope effectively with workplace demands and ultimately attain higher levels of performance (Asti & Nasution, 2025). Consistent with Mathis and Jackson (2006), the present study operationalises employee performance through five indicators: (1) quality of work, (2) quantity of work, (3) timeliness, (4) attendance, and (5) teamwork.

### **Work Procrastination**

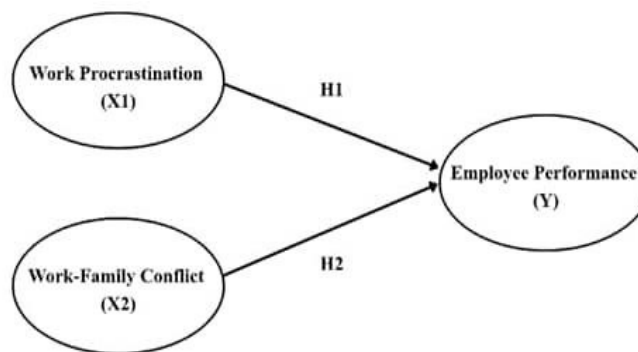
Work procrastination is defined as the deliberate postponement of tasks that should be completed, arising from self-regulatory failure and a tendency to prefer more enjoyable activities (Metin et al., 2018; Steel, 2022). Huang et al. (2023) ground this dynamic within COR Theory, demonstrating that stressor appraisals interact with personal traits to deplete individual resources and intensify procrastinatory behavior. Wang and Zong (2023) extended this framework by showing that employees who regard their assigned tasks as unreasonable or unjustifiable are more prone to avoidance behaviour, with negative affect serving as a key psychological mechanism. Three main indicators are adopted from Ferrari et al. (1995): (1) delaying the initiation or completion of work; (2) tardiness in completing tasks due to lack of focus; and (3) engaging in other more enjoyable activities, such as chatting or idling, during working hours rather than completing primary tasks.

## Work-Life Balance

Work-life balance refers to the degree to which an individual can navigate professional and personal responsibilities in a manner that avoids detrimental role conflicts in either arena (McDonald & Bradley, 2005). Puryana and Ramdani (2022) characterise this as employees' capacity to distribute time, energy, and attention across competing demands without allowing either domain to overwhelm the other. Inegbedion (2024) provided evidence that perceptions of work-life balance substantially predict employee performance within public sector organisations. Patricia and Sawitri (2024) found that work-life balance both directly shapes performance and indirectly does so through emotional exhaustion, establishing the psychological sequelae of imbalance as a key transmission pathway. Rizaldi and Santoso (2024) replicated comparable findings in a healthcare context, showing that work stress and balance conditions independently and jointly predict performance variation, with significant implications for workload management practices. Following McDonald and Bradley (2005), this study operationalises work-life balance through three indicators: (1) time balance, (2) involvement balance, and (3) satisfaction balance.

## Research Framework and Hypotheses

The research framework illustrating the hypothesized relationships between work procrastination, work-life balance, and employee performance is presented in Figure 1.



Source : Developed by authors, 2026

**Figure 1**  
**Research Framework**

Based on the research framework presented in Figure 1, the following hypotheses are advanced:

*H1: Work procrastination has a significant negative effect on the employee performance of a State-Owned Logistics Company in Surabaya.*

*H2: Work-life balance has a significant positive effect on the employee performance of a State-Owned Logistics Company in Surabaya.*

## METHOD

This research adopted a quantitative research design to assess the relationships between work procrastination, work-life balance, and employee performance. The target population comprised all 112 permanent employees of the selected state-owned logistics company in Surabaya, distributed across six organisational units. A total census sampling strategy was implemented, whereby the entire population constituted the study sample,

thereby eliminating estimation bias and maximising the representativeness of findings (Sugiyono, 2022). Primary data were gathered via a structured questionnaire administered on a five-point Likert scale, delivered electronically through Google Form, and complemented by semi-structured interviews and systematic field observation (Bowen, 2021).

Statistical analysis was performed using Partial Least Squares–Structural Equation Modelling (PLS-SEM), executed through SmartPLS version 3.2.9. This method was selected for its suitability in evaluating reflective measurement models with non-normal data and moderately sized samples (Hair et al., 2015). Model evaluation proceeded in 3 stages: (1) outer model assessment, (2) inner model assessment, (3) Hypothesis evaluation employed a bootstrapping procedure.

## RESULTS AND DISCUSSION

### Respondent Profile

Questionnaires were delivered to the full population of 112 employees. The complete demographic profile of respondents is provided in Table 1.

**Table 1**  
**Demographic Profile of Respondents**

| Characteristic       | Category                         | Frequency (n) | Percentage (%) |
|----------------------|----------------------------------|---------------|----------------|
| Gender               | Male                             | 78            | 69.6           |
|                      | Female                           | 34            | 30.4           |
| Age                  | 20-30 years                      | 50            | 44.6           |
|                      | 31-40 years                      | 35            | 31.2           |
|                      | 41-50 years                      | 23            | 20.5           |
|                      | 51-60 years                      | 4             | 3.6            |
| Marital Status       | Married                          | 79            | 70.5           |
|                      | Single                           | 27            | 24.1           |
|                      | Widowed/Divorced                 | 6             | 5.4            |
| Number of Dependents | 1 child/dependent                | 37            | 33.0           |
|                      | 2 children/dependents            | 30            | 26.8           |
|                      | More than 2                      | 15            | 13.4           |
|                      | None                             | 30            | 26.8           |
| Breadwinner          | Husband only                     | 64            | 57.1           |
|                      | Wife only                        | 10            | 8.9            |
|                      | Both work                        | 38            | 33.9           |
| Division             | Finance & General Administration | 10            | 8.9            |
|                      | General Supervision              | 14            | 12.5           |
|                      | Corporate Business Sales         | 7             | 6.2            |
|                      | Retail & Partnership Sales       | 10            | 8.9            |
|                      | Service Operations               | 8             | 7.1            |
|                      | Courier & Logistics Operations   | 63            | 56.2           |

Source: Primary Data Processed, 2026

Data presented in Table 1 reveal that male respondents constituted the predominant group (69.6%), and concentrated within the 20-40 age bracket (75.9%). The majority are married (70.5%), and 57.1% function as the sole household breadwinner. This demographic profile is analytically significant: employees who simultaneously fulfil demanding occupational and domestic roles are particularly susceptible to role conflicts that impinge upon performance outcomes.

### Descriptive Statistics of Research Variables

Descriptive indicators for each research variable are reported below. Mean scores for individual indicators are evaluated using a three-tier classification: Low (1.00-2.33), Moderate (2.34-3.67), and High (3.68-5.00). Note: SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree. Prior to hypothesis testing, the descriptive characteristics of each research indicator were examined through frequency distribution analysis, as summarized in Table 2 for the work procrastination variable.

**Table 2**  
**Frequency Distribution of Responses for Work Procrastination (X1)**

| Variable                             | Indicator                                                                                                                 | SD | D  | N  | A  | SA | Mean |
|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----|----|----|----|----|------|
| Work Procrastination (X1)            | X1.1 – Delaying starting/completing work despite knowing it must be done immediately                                      | 4  | 54 | 35 | 18 | 1  | 2.62 |
|                                      | X1.2 – Being distracted by minor things (lack of focus, perfectionism, fear of mistakes) causing work to exceed deadlines | 1  | 51 | 38 | 21 | 1  | 2.73 |
|                                      | X1.3 – Switching to more enjoyable activities (social media, chatting) during working hours                               | 2  | 57 | 34 | 19 | 0  | 2.62 |
| Grand Mean Work Procrastination (X1) |                                                                                                                           |    |    |    |    |    | 2.66 |

Source: Primary Data Processed, 2026

As reflected in Table 2, the work procrastination variable produced a grand mean of 2.66, positioning it within the moderate category. Indicator X1.2 returned the highest mean (2.73), capturing difficulties in sustaining focus, inclusive of perfectionist tendencies and fear of errors, that cause tasks to exceed their designated timeframes. The pronounced proportion of neutral responses merits attention: in procrastination research, this pattern frequently reflects respondents' reluctance to acknowledge their own avoidance behavior explicitly.

Following the assessment of work procrastination, the descriptive characteristics of the work-life balance variable are presented in Table 3

**Table 3**  
**Frequency Distribution of Responses for Work-Life Balance (X2)**

| Variable               | Indicator                                                                         | SD | D  | N  | A  | SA | Mean |
|------------------------|-----------------------------------------------------------------------------------|----|----|----|----|----|------|
| Work-Life Balance (X2) | X2.1 – Able to allocate time proportionally between work and personal activities  | 0  | 21 | 43 | 47 | 1  | 3.25 |
|                        | X2.2 – Able to divide focus, attention, and energy between work and personal life | 1  | 18 | 43 | 49 | 1  | 3.28 |

|                                                                              |      |    |    |    |   |      |
|------------------------------------------------------------------------------|------|----|----|----|---|------|
| X2.3 – Feeling satisfied that work roles do not interfere with personal life | 0    | 23 | 43 | 45 | 1 | 3.21 |
| Grand Mean Work-Life Balance (X2)                                            | 3.25 |    |    |    |   |      |

Source: Primary Data Processed, 2026

Table 3 reveals that the work-life balance variable recorded an aggregate mean of 3.25, placing it within the moderate category. Indicator X2.2 returned the highest mean (3.28), reflecting employees' perceived capacity to distribute cognitive and energetic resources proportionally across occupational and personal domains. The lowest mean belongs to X2.3 (3.21), reflecting satisfaction with the minimal interference of work in personal life. This gap suggests that while employees can manage engagement across both roles, satisfaction with the balance achieved remains suboptimal.

The descriptive results for the outcome variable, Employee Performance, are subsequently presented in Table 4

**Table 4**  
**Frequency Distribution of Responses for Employee Performance (Y)**

| Variable                            | Indicator                                                                                            | SD | D  | N  | A  | SA | Mean |
|-------------------------------------|------------------------------------------------------------------------------------------------------|----|----|----|----|----|------|
| Employee Performance (Y)            | Y1.1 – Producing work of good quality, thorough, and with minimal errors                             | 0  | 8  | 32 | 47 | 25 | 3.79 |
|                                     | Y1.2 – Completing the volume of work in accordance with established targets                          | 0  | 10 | 33 | 43 | 26 | 3.76 |
|                                     | Y1.3 – Utilizing working time effectively and completing tasks on time in accordance with procedures | 0  | 10 | 34 | 43 | 25 | 3.74 |
|                                     | Y1.4 – Attending consistently according to schedule as a form of discipline and responsibility       | 0  | 7  | 36 | 44 | 25 | 3.78 |
|                                     | Y1.5 – Able to collaborate effectively with colleagues and supervisors                               | 0  | 7  | 35 | 47 | 23 | 3.77 |
| Grand Mean Employee Performance (Y) |                                                                                                      |    |    |    |    |    | 3.77 |

Source: Primary Data Processed, 2026

Table 4 indicates that the employee performance variable achieved a grand mean of 3.77, locating it in the high category. The highest mean belongs to Y1.1 (mean = 3.79), measuring work quality, while the lowest is Y1.3 (mean = 3.74), measuring timeliness of task completion. Although performance is generally high, the substantial number of neutral responses on Y1.3 indicates that timeliness remains a weak point, consistent with work procrastination findings showing a tendency toward task delay driven by internal factors. These results should nonetheless be interpreted with caution, as performance was measured through self-assessment, which may introduce a favorable self-evaluation bias.

## Outer Model Analysis (Measurement Model)

### *Convergent Validity*

Convergent validity is established when outer loadings exceed 0.70 and the Average Variance Extracted (AVE) reaches or surpasses 0.50, signifying that a construct captures more than half of the variance embedded in its constituent indicators (Ghozali & Latan, 2015). To assess the extent to which each indicator adequately represents its underlying

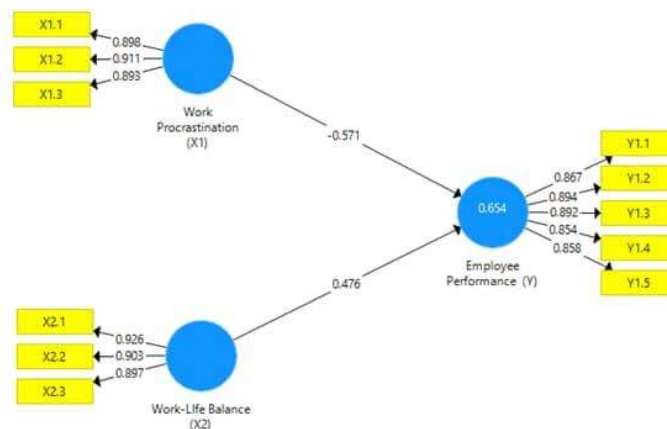
construct, outer loading and AVE values were computed, with the results summarized in Table 5.

**Tabel 5**  
**Outer Loading and AVE Results**

| Variable                  | Indicator | Outer Loading | AVE   | Status |
|---------------------------|-----------|---------------|-------|--------|
| Work Procrastination (X1) | X1.1      | 0.898         | 0.811 | Valid  |
|                           | X1.2      | 0.911         |       |        |
|                           | X1.3      | 0.893         |       |        |
| Work-Life Balance (X2)    | X2.1      | 0.926         | 0.826 |        |
|                           | X2.2      | 0.903         |       |        |
|                           | X2.3      | 0.897         |       |        |
| Employee Performance (Y)  | Y1.1      | 0.867         | 0.763 |        |
|                           | Y1.2      | 0.894         |       |        |
|                           | Y1.3      | 0.892         |       |        |
|                           | Y1.4      | 0.854         |       |        |
|                           | Y1.5      | 0.858         |       |        |

Source : Data gathered and analyzed, 2026

The findings presented in Table 5 demonstrate that all indicators achieved outer loading values above the 0.70 threshold, spanning a range of 0.854 to 0.926. X2.1 recorded the highest loading (0.926), while Y1.4 produced the lowest (0.854). AVE values for Work Procrastination (0.811), Work-Life Balance (0.826), and Employee Performance (0.763) all surpass the 0.50 benchmark, confirming that each latent construct accounts for more than half of the variance embodied in its measurement indicators. All items are therefore classified as valid. The complete structural relationships among the latent constructs and their indicators are visually depicted in Figure 2, which presents the full measurement and structural model.



Source : Data gathered and analyzed, 2026

**Figure 2**  
**Full Model**

### *Discriminant Validity*

Discriminant validity was verified through cross-loading inspection, the Fornell-Larcker criterion, and the Heterotrait-Monotrait (HTMT) ratio (Hair et al. 2015). In all cases, each indicator's strongest loading was observed on its own designated construct. The square root of AVE for each construct 0.901 for Work Procrastination, 0.909 for Work-Life Balance, and 0.873 for Employee Performance exceeded the corresponding inter-

construct correlation values. All HTMT ratios fell below the conservative 0.90 cut-off recommended by (Hair et al. 2015): the ratio between Work Procrastination and Work-Life Balance was 0.202; between Work Procrastination and Employee Performance, 0.729; and between Work-Life Balance and Employee Performance, 0.635. All discriminant validity requirements are thus satisfied.

#### *Reliability Test*

Construct reliability is established when Cronbach' Alpha and Composite Reliability values both exceed 0.70, accompanied by an AVE value above 0.50. (Hair et al. 2015). The reliability test results for each construct are presented in Table 6.

**Tabel 6**  
**Reliability Test Results**

| Variable                  | Cronbach's Alpha | rho_A | CR    | AVE   |
|---------------------------|------------------|-------|-------|-------|
| Work Procrastination (X1) | 0.884            | 0.886 | 0.928 | 0.811 |
| Work-Life Balance (X2)    | 0.895            | 0.902 | 0.934 | 0.826 |
| Employee Performance (Y)  | 0.922            | 0.923 | 0.941 | 0.763 |

Source : Data gathered and analyzed, 2026

The reliability statistics reported in Table 6 confirm that all three constructs achieved Cronbach' Alpha and Composite Reliability values well above the 0.70 minimum, while AVE scores surpassed the 0.50 benchmark for each variable. All constructs are therefore judged to meet the reliability standard.

#### **Inner Model Analysis (Structural Model)**

Inner model evaluation serves to determine the extent to which the predictor constructs explain variance in the outcome construct and to assess the structural model's overall predictive quality (Sugiyono 2022). This investigation employs R-Square and Q-Square as the primary structural diagnostics. R-Square expresses the share of dependent variable variance collectively accounted for by the independent constructs (Ghozali & Latan 2020). Per Hair et al. (2015), R-Square values of 0.25, 0.50, and 0.75 are benchmarked as indicative of weak, moderate, and strong explanatory capacity, respectively. The corresponding R-Square and Q-Square results for the employee performance variable are presented in Table 7.

**Tabel 7**  
**R-Square and Q-Square Results**

| Variable                 | R <sup>2</sup> | R <sup>2</sup> Adjusted | Q <sup>2</sup> |
|--------------------------|----------------|-------------------------|----------------|
| Employee Performance (Y) | 0.654          | 0.648                   | 0.654          |

Source : Data gathered and analyzed, 2026

The R<sup>2</sup> value of 0.654 presented in Table 7 signifies that work procrastination and work-life balance collectively account for 65.4% of performance variance, a magnitude classified as strong according to Hair et al. (2015). The Adjusted R<sup>2</sup> of 0.648 confirms that the model's explanatory capacity remains robust after correction for the number of predictors. The Q<sup>2</sup> value of 0.654, being greater than zero, affirms adequate predictive relevance, validating the structural model for hypothesis testing purposes.

## Hypothesis Testing

A hypothesis is judged as supported when the t-statistic exceeds 1.96 or the corresponding p-value is less than 0.05; when neither criterion is met, the hypothesis is rejected, indicating the absence of a statistically meaningful relationship (Hair et al. 2015). Based on this criterion, the results of hypothesis testing are summarized in Table 8.

**Tabel 8**  
**Path Coefficient Results**

| Hypothesis                                           | Original<br>Sample<br>(O) | Sample<br>Mean<br>(M) | Standar<br>Deviation<br>(STDEV) | T Statistic<br>( O/STD<br>EV ) | P Values |
|------------------------------------------------------|---------------------------|-----------------------|---------------------------------|--------------------------------|----------|
| Work Procrastination (X1) → Employee Performance (Y) | -0.571                    | -0.573                | 0.052                           | 10.992                         | 0.000    |
| Work-Life Balance (X2) → Employee Performance (Y)    | 0.476                     | 0.478                 | 0.052                           | 9.137                          | 0.000    |

Source : Data gathered and analyzed, 2026

The path coefficient outcomes in Table 8 confirm that Work Procrastination (X1) has a statistically significant negative impact on Employee Performance (Y), with a path coefficient of -0.571, a T-Statistic of 10.992 that substantially surpasses the 1.96 threshold, and a P-Value of 0.000. The direction of this coefficient establishes that escalating procrastinatory behaviour among employees corresponds to a measurable decline in performance output. The initial hypothesis, which posited a significant adverse effect of work procrastination on employee performance, is therefore fully supported.

Regarding the second predictor, Work-Life Balance (X2) demonstrates a statistically significant positive relationship with Employee Performance (Y), characterised by a path coefficient of 0.476, a T-Statistic of 9.137, and a P-Value of 0.000. The sign and magnitude of this coefficient confirm that employees who achieve superior work-life balance exhibit correspondingly elevated performance levels. The second hypothesis, positing a significant positive influence of work-life balance on employee performance, is likewise fully supported.

## The Effect of Work Procrastination on Employee Performance

The indicator demonstrating the highest explanatory weight within the work procrastination construct is X1.2, delay in completing tasks referring to the tendency of individuals to take longer than necessary due to difficulty maintaining focus. This finding suggests that the most prominent manifestation of procrastination among employees is not merely the postponement of starting tasks, but the inability to complete them within the expected timeframe. Huang et al. (2023) explained that emotionally unstable employees tend to require more time to complete tasks because their mental energy is consumed by unresolved stress rather than the work itself.

This behavioural dynamic is directly traceable to the demographic composition of the respondent population, the majority of whom are married and have dependent children. Employees balancing dual roles as workers and primary caregivers frequently carry family-related cognitive burdens into the workplace, impairing their concentration. Musteată and Holman (2025) found that employees who cannot separate family demands from work responsibilities experience significant declines in focus, prolonging task completion times. This condition is further aggravated by physical fatigue among employees in the Logistics Courier Operations division, the largest respondent group

whose physical demands are already high from the start of the working day. Kühnel et al. (2022) confirmed that employees with depleted energy reserves are more prone to slow and inefficient task execution.

This delay dynamic directly explains the organizational phenomena identified in the research background. When employees consistently take longer than expected, tasks accumulate and distribution schedules are disrupted consistent with the rise in delivery delays in 2024 and increased customer complaints related to service tardiness. Accordingly, the work quantity indicator recorded the lowest mean score among all performance indicators, as fewer outputs could be produced within the same timeframe. Musteată and Holman (2025) recommended a comprehensive approach to reduce procrastination, combining individual-level strategies such as strengthening self-regulation and focus with organizational measures including workload restructuring and employee well-being support.

### **The Effect of Work-Life Balance on Employee Performance**

The second hypothesis is confirmed, establishing that work-life balance exerts a statistically significant and positive influence on the performance of employees at a state-owned logistics company in Surabaya. This result implies that workers who are more proficient at reconciling occupational duties with personal life demands are positioned to achieve correspondingly superior performance outcomes, whereas those experiencing pronounced imbalance demonstrate attenuated output. These findings replicate and extend the evidence base from comparable logistics and service-oriented contexts (Susanto et al., 2023; Liana et al., 2025; Utomo et al., 2025).

Within the work-life balance construct, the indicator exhibiting the greatest explanatory power is X2.1, which measures time balance as reflected by employees capacity to apportion their time proportionally across professional and personal spheres. The salience of this indicator suggests that the fundamental challenge facing respondents is not their attitude toward work or personal involvement per se, but rather the structural difficulty of dividing available time between competing obligations. Prasad et al. (2025) demonstrated that when this balance is not achieved, work-family role conflict emerges and ultimately weakens performance. Sofwan and Kustini (2025) further showed that employees who effectively manage their time tend to maintain more stable physical and mental conditions, enabling them to fulfill work responsibilities optimally.

Low time balance scores among respondents are closely tied to their demographic characteristics. Most employees are married, have dependent children, and serve as the sole breadwinner in their household. This places them under dual pressure, expected to be productive at work while simultaneously bearing full responsibility for family needs. For employees in dual-income households, this challenge is compounded as neither spouse can fully manage domestic responsibilities. Amalia and Sawitri (2025) confirmed that unmanaged family pressure directly reduces work performance quality, and Eshun and Segbenya (2024) added that the greater these demands, the greater the negative impact on employee productivity. This time balance deficit is directly linked to the organizational phenomena identified at the outset of this study. The high absenteeism rate, predominantly driven by family leave and personal permits, reflects a situation in which employees are compelled to accommodate personal obligations during working hours when these cannot be resolved outside of work. As this pattern repeats, attendance-related performance indicators deteriorate, as evidenced by the low attendance scores in the company's performance evaluations. Meyta Sari and Iryanti (2024) documented that employees who fail to maintain this balance experience measurable performance

declines, while Eshun and Segbenya (2024) found that control over time allocation significantly drives better performance outcomes. To address this, Eshun and Segbenya (2024) recommended organizational interventions including flexible work arrangements and genuine employee welfare programs, enabling employees to fulfill both roles without sacrificing either

## CONCLUSION AND SUGGESTION

The findings derived from the full census of 112 employees at a state-owned logistics company in Surabaya, this study concludes that work procrastination exercises a significant negative influence on employee performance, while work-life balance exercises a significant positive influence. Taken together, both variables jointly explain 65.4% of the total variance in employee performance. On practical grounds, to reduce procrastination, organizations are encouraged to implement time management training, establish routine performance monitoring, and set measurable work targets with clear deadlines. Supporting work-life balance can be achieved through equitable workload distribution and sufficient rest policies.

This study is limited to a single organization, so future research should consider broader settings and explore additional variables such as work motivation, occupational stress, or job satisfaction to enrich the understanding of employee performance determinants.

On practical grounds, organizations are encouraged to provide time management training, set clear and measurable deadlines, and minimize workplace distractions to reduce procrastination. Work-life balance can be strengthened through flexible working arrangements, limits on after-hours communication, and equitable workload distribution, supported by regular performance monitoring.

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