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HR practices, boredom, and leadership effects on workplace procrastination

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ABSTRACT

This study aims to analyze the role of Developmental Human Resources Practices (DHRP) on Employee Workplace Procrastination (EWP) through Boredom at Work (BW) as a mediator, and to assess the influence of Exploitative Leadership (EL) and Self-Leadership (SL) as moderating variables. Using a census of 206 employees at the Bengkalis Correctional Institution (Dec 2024–Jan 2025), this study tests how Developmental Human Resource Practices (DHRP) shape Employee Workplace Procrastination (EWP) via Boredom at Work (BW), and whether Exploitative Leadership (EL) and Self-Leadership (SL) condition these links. A quantitative design with PLS-SEM was employed. DHRP significantly lowers BW yet shows a positive direct association with EWP; BW mediates the DHRP and EWP relationship. EL strengthens the impact of DHRP on BW, whereas SL does not moderate the BW and EWP path, suggesting limited buffering in highly standardized, low-autonomy settings. The findings advance work-design and self-regulation perspectives by incorporating negative affect into the boredom procrastination mechanism and by testing dual moderators in a public-sector corrections context using a full-population census. Managerially, competency-based DHRP, task enrichment/rotation, and safeguards against exploitative leadership can reduce boredom and improve productivity; strengthening DHRP can reduce procrastination overall directly and via lower BW. Future research should examine task autonomy and digital work-design features, explore serial mediation, and extend the setting across regions and public organizations

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1. INTRODUCTION

In an era of increasingly intense global competition, organizations face the challenge of enhancing employee productivity and performance. One of the key factors influencing employee productivity is workplace procrastination, a condition in which employees divert their attention from work-related tasks to engage in non-work-related activities

(Jian et al., 2024). Workplace procrastination significantly affects employee performance, as it leads to reluctance to work, susceptibility to distractions, and is often associated with unfavorable organizational or work environments (Steel, 2007). Therefore, this study seeks to explore the underlying factors and mechanisms behind workplace procrastination. By identifying its antecedents, management can design more effective policies to reduce procrastination behavior in the workplace.

One possible approach to mitigate procrastination is through the implementation of Developmental Human Resource Practices (DHRP), which aim to develop employees' skills and competencies through training, career development, and empowerment programs (Jiang et al., 2012). However, in some cases, even when organizations implement strong developmental practices, employees may still experience boredom at work, characterized by a lack of interest or enthusiasm (Kim & Beehr, 2023). We selected Bengkalis Class IIA Prison because core tasks are highly standardized, repetitive, and low in task autonomy conditions repeatedly linked to boredom and, in turn, work procrastination. The site also enables census coverage across functions (administration and custodial units), strengthening internal validity for testing the DHRP → boredom/negative emotions → procrastination pathway in a correctional service setting.

Preliminary briefings and field observations indicated delays in routine administrative processing and daily service completion. These indicators underscore the empirical relevance of examining the mechanisms that drive procrastination in this context. The phenomenon of employee workplace procrastination is frequently associated with boredom at work and negative emotions experienced by employees. Workplace boredom can trigger dissatisfaction, decrease work motivation, and ultimately increase employees' tendency to procrastinate (Harju et al., 2014). In such situations, boredom drives employees to divert their attention away from their work tasks, thereby increasing their tendency to procrastinate as a form of escape from unpleasant circumstances.

Although DHRP are intended to foster employee growth and competence (Jiang et al., 2012), their effectiveness may be undermined by exploitative leadership a leadership style in which supervisors exploit their subordinates' efforts for personal gain (Costa et al., 2021). This type of leadership reflects an extremely negative leadership pattern (Abou-Al Nile & Abdel-Shakoor, 2023). Boredom is not only caused by a lack of challenge or variety in the job but may also stem from psychological conditions induced by exploitation (Abou-Al Nile & Abdel-Shakoor, 2023) and the pressure exerted by exploitative leaders (Schmid et al., 2019; Verdorfer et al., 2024).

Boredom at work often serves as a trigger for procrastination, as monotony and a lack of challenge cause employees to lose focus on their tasks. In this context, self-leadership helps employees regulate and direct themselves to complete their work effectively. Self-leadership enables individuals to set goals and manage work tasks autonomously (Neck & Houghton, 2006). According to Kyguoliene and Ganusauskaite (2017), the concept of self-leadership involves influencing oneself to achieve objectives or targets. Thus, self-leadership acts as a protective factor that mitigates the negative effects of workplace boredom and reduces the likelihood of procrastination (Barclay & Kiefer, 2014).

Boredom at work also tends to generate negative emotions, which in turn contribute to employee workplace procrastination (Iannattone et al., 2024). These emotions diminish motivation and heighten the tendency to delay work tasks (Sommovigo et al., 2023). Consequently, procrastination occurs not due to a lack of capability, but as a form of avoidance from tasks perceived as boring or emotionally unfulfilling (Jha & Singh, 2023).

Previous research has examined the relationships among these variables. Developmental Human Resource Practices (DHRP) have been shown to significantly influence boredom at work (Deng et al., 2024; Jian et al., 2024; Schott & Fischer, 2023) and employee workplace procrastination (Deng et al., 2024; Jian et al., 2024; Kuhnel et

al., 2016; Liu et al., 2024). The impact of boredom at work on employee procrastination has also been documented (Jian et al., 2024; Teoh et al., 2021; Wang et al., 2021). Additionally, exploitative leadership has been found to moderate the relationship between DHRP and boredom at work (Huang et al., 2024; Jian et al., 2024), while self-leadership moderates the relationship between boredom and employee workplace procrastination (Jian et al., 2024).

Although Jian et al. (2024) previously explored workplace procrastination, their study was limited to examining the effects of DHRP, boredom, exploitative leadership, and self-leadership among employees in China. The present study extends their model by incorporating negative emotions as an additional variable. A cross-domain study conducted by Zhu et al. (2023) revealed that negative emotions influence boredom among university students in China, which subsequently affects their task completion behavior. Previous research has also established the influence of boredom on negative emotions (Raffaelli et al., 2018; Zhu et al., 2023) and the impact of negative emotions on procrastination (Helen & Veeramani, 2024; Wang et al., 2022)

The purpose of this research is to analyze the role of exploitative leadership as a mediator in the relationship between developmental HR practices and boredom at work, the role of self-leadership as a moderator in the relationship between boredom at work and employee workplace procrastination, and the role of negative emotions as a mediator between boredom at work and employee workplace procrastination. This study provides important insights for the Class II-A Correctional Facility in Bengkalis, Riau, in designing human resource management (HRM) policies and strategies that emphasize psychological and motivational aspects. Understanding the roles of exploitative leadership, self-leadership, and negative emotions in relation to boredom and procrastination at work allows organizations to adopt approaches that not only develop employees' technical skills but also prioritize their psychological well-being.

2. RESEARCH METHOD

The population in this study comprised all employees working at the Class IIa Correctional Facility (Lapas) in Bengkalis, Riau. The sampling technique employed was census sampling, in which all members of the population were included as research subjects (Sugiyono, 2016). Data collection was conducted during the period from December 2024 to January 2025. The research questionnaire was prepared using Google Forms and distributed electronically to the respondents. Through this process, data were gathered from 206 respondents who met the criteria and provided complete responses for further analysis. Prior to distributing the main questionnaire, a preliminary test (pre-test) was carried out with 30 respondents to ensure the validity and reliability of the instrument. We invited all 206 employees (census sampling). Respondents represented multiple ranks and units (see Table 1), which enhances internal representativeness for this organization. Analyses were conducted on complete cases, following standard data-quality checks.

All variables in this study were measured using instruments adapted from prior research. A 5-point Likert scale was employed, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The total number of items in the questionnaire was 40. The details of the measurement for each variable are as follows: Developmental Human Resource Practices (DHRP) were measured using six items adapted from Kuvaas (2008). Boredom at Work (BW) was measured using five items adopted from van Hooff & van Hooft (2014). Employee Workplace Procrastination (EWP) was measured with six items developed by Kühnel et al. (2016). Negative Emotions (NE) were measured through six items derived from the study by Becerra et al. (2020). Exploitative Leadership (EL) was measured using ten items adapted from Schmid et al. (2019) Self-Leadership (SL) was measured using seven items adapted from Houghton et al. (2012).

We conducted a pre-test (n = 30) to assess wording clarity, face/content validity, and cultural fit. Feedback led to minor wording refinements. In the full sample, measurement quality met conventional thresholds, with indicator loadings, average variance extracted, and reliability indices at acceptable levels, supporting the adequacy of the reflective measures. Participation was voluntary; before beginning the questionnaire, respondents reviewed an informed-consent statement (purpose, withdrawal rights, and confidentiality) and proceeded only after agreeing, with data stored and reported in aggregate. To mitigate bias, we (a) ensured anonymity and minimized identifying prompts, (b) randomized item order across constructs, and (c) used proximal separation between construct instructions and items. We assessed common method bias (CMB) using a single-factor (Harman) check and full-collinearity VIFs; no single factor dominated and VIFs were within recommended ranges, indicating that CMB is unlikely to threaten our inferences.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of the SmartPLS software. The PLS-SEM approach was chosen due to its capability to handle complex models and its advantage of not requiring the assumption of normal data distribution, as well as its effectiveness with relatively small sample sizes (Shmueli et al., 2019; Hair et al., 2021). Data analysis was conducted in two stages. The first stage involved evaluating the outer model (measurement model) to assess construct validity and reliability. The criteria applied included: convergent validity, requiring outer loading values greater than 0.7 and Average Variance Extracted (AVE) above 0.5 (Hair et al., 2019); and construct reliability, requiring Cronbach's Alpha and Composite Reliability values greater than 0.7 (Hair et al., 2019).

The second stage involved evaluating the inner model (structural model) to test the research hypotheses. The evaluation criteria included: coefficient of determination (R-Square) to assess the extent to which independent variables explain the variance in the dependent variables (Hair et al., 2019), and hypothesis testing conducted through bootstrapping procedures to determine the significance of relationships among variables, with the criteria of T-Value > 1.96 and P-Value < 0.05 (Hair et al., 2019).

Based on the theoretical foundations and prior studies discussed in the introductory section, the researcher developed the following conceptual framework and formulated the corresponding hypotheses:

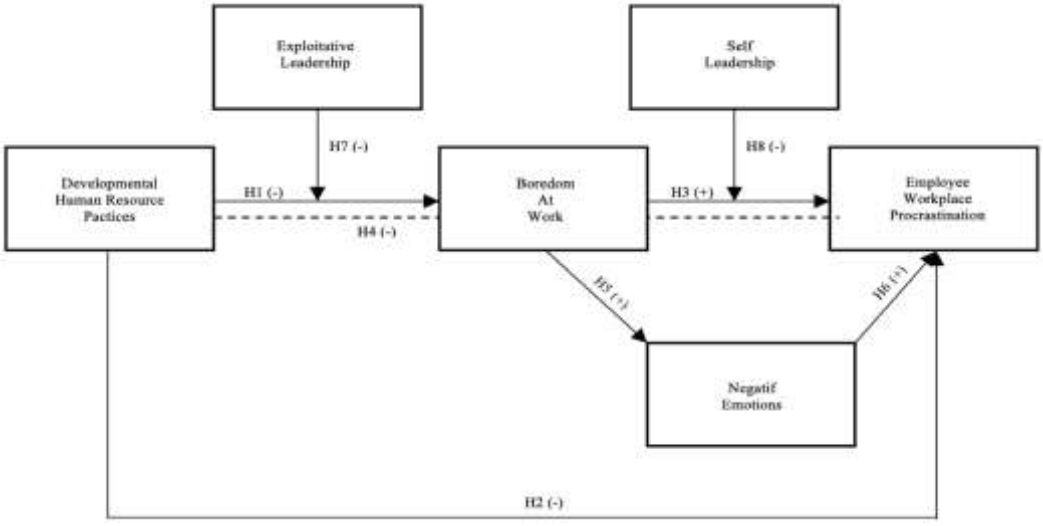

Figure 1. Research Model

Hyppothesis:
H1: Developmental Human Resources Practices (DHRP) have a negative effect on Boredom at Work.
H2: Developmental Human Resources Practices (DHRP) have a negative effect on Employee Workplace Procrastination.
H3: Boredom at Work has a positive effect on Employee Workplace Procrastination.
H4: Boredom at Work mediates the relationship between Developmental Human Resources Practices (DHRP) and Employee Workplace Procrastination.
H5: Boredom at Work has a positive effect on Negative Emotions.
H6: Negative Emotions have a positive effect on Employee Workplace Procrastination.
H7: Exploitative Leadership moderates the relationship between Developmental Human Resources Practices (DHRP) and Boredom at Work.
H8: Self-Leadership moderates the relationship between Boredom at Work and Employee Workplace Procrastination.

3. RESULTS AND DISCUSSIONS

This study successfully collected data from 206 respondents who were employees at the Class IIA Correctional Institution (Lapas) in Bengkalis, Riau, using the census sampling method. The respondent profile results are presented in Table 1.

Table 1. Research Respondent Profile

Charateristics	Frequency	%
Gender		
Female	53	25,7 %
Male	153	74,3 %
Departement of Workplace		
Staff	49	23,8 %
Security Squad Staff	90	43,7 %
Head of Security Squad	21	10,2 %
Head of Subsection	15	7,3 %
Head of Section	13	6,3 %
Head of Affairs	9	4,4 %
Head of Division	9	4,4 %
Length of Work in Prison		
Less than 2 years	26	12,6 %
2 – 4 years	80	38,8 %
4 – 6 years	59	28,6 %
More than 6 years	41	19,9 %

Tabe1 2. *Loading Factor, Cronbach Alpha, Composite Reliability, Average Variance Extracted*

	Loading Factor	Cronbach Alpha	Composite Reliability	Average Variance Extracted
BW		0.870	0.906	0.658
BW1	0.827			
BW2	0.811			
BW3	0.797			
BW4	0.814			
BW5	0.806			
DHRP		0.893	0.918	0.651
DHRP1	0.820			
DHRP2	0.813			

DHRP3	0.806			
DHRP4	0.839			
DHRP5	0.790			
DHRP6	0.774			
EL		0.952	0.959	0.698
EL1	0.837			
EL2	0.821			
EL3	0.834			
EL4	0.843			
EL5	0.854			
EL6	0.845			
EL7	0.835			
EL8	0.835			
EL9	0.818			
EL10	0.834			
EWP		0.875	0.905	0.614
EWP1	0.721			
EWP2	0.811			
EWP3	0.798			
EWP4	0.798			
EWP5	0.767			
EWP6	0.802			
NE		0.900	0.923	0.667
NE1	0.857			
NE2	0.865			
NE3	0.872			
NE4	0.836			
NE5	0.728			
NE6	0.728			
SL		0.898	0.919	0.620
SL1	0.757			
SL2	0.816			
SL3	0.781			
SL4	0.763			
SL5	0.810			
SL6	0.795			
SL7	0.786			

Based on the requirements of convergent validity in Partial Least Squares (PLS) analysis, indicators are expected to have loading factor values above 0.70, which demonstrate a substantial contribution to the latent constructs being measured. In addition, Cronbach's Alpha and Composite Reliability values must exceed the minimum threshold of 0.70 to ensure adequate internal consistency of the instrument. The Average Variance Extracted (AVE) is also required to be greater than 0.50 to confirm that more than half of the variance of the indicators can be explained by the construct rather than error variance. Based on the results presented in Table 2, all constructs in this study have satisfied these criteria, with all indicators exhibiting loading factors above 0.70, Cronbach's Alpha and Composite Reliability values consistently exceeding 0.87, and AVE ranging from 0.614 to 0.698, indicating good convergent validity and construct reliability within the measurement model.

Tabe1 3. *Discriminant Validity Testing*

	BW	DHRP	EL	EWP	NE	SL	SL x BW
BW							
DHRP	0.631						
EL	0.411	0.200					
EWP	0.702	0.698	0.090				
NE	0.596	0.468	0.073	0.684			

SL	0.336	0.502	0.124	0.370	0.167		
SL x BW	0.214	0.334	0.028	0.188	0.130	0.415	
EL x DHRP	0.127	0.091	0.090	0.031	0.055	0.115	0.181

In Partial Least Squares (PLS) analysis, discriminant validity requires that the correlations between constructs remain below the 0.900 threshold to confirm adequate distinction among constructs and to prevent significant multicollinearity concerns. As shown in Table 4, all correlation values across constructs fall well below 0.900, demonstrating that the measurement model fulfills the discriminant validity criteria. This result indicates that each construct captures a unique concept that can be clearly differentiated from the others.

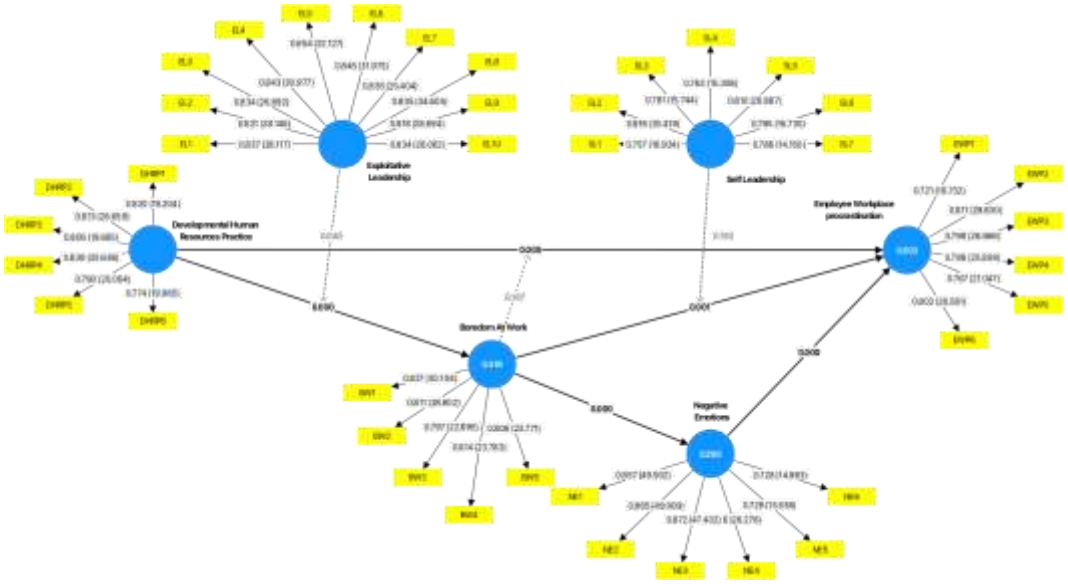

Figure 2. Path Diagram

Table 5. Hypothesis Testing

Hypothesis Statement	Original Sample	T-Value	P-Value	Information
H1: Developmental Human Resources Practices (DHRP) have a negative effect on Boredom at Work.	-0.524	8,326	0,000	The results significantly support the hypothesis
H2: Developmental Human Resources Practices (DHRP) have a negative effect on Employee Workplace Procrastination.	-0,318	3,573	0,000	The results significantly support the hypothesis
H3: Boredom at Work has a positive effect on Employee Workplace Procrastination.	0,238	3,072	0,002	The results significantly support the hypothesis
H4 : Boredom at Work mediates the relationship between Developmental Human Resources Practices and Employee Workplace Procrastination.	-0.124	2,778	0,005	The results significantly support the hypothesis
H5: Boredom at Work has a positive effect on Negative Emotions.	0,539	9,419	0,000	The results significantly support the hypothesis
H6: Negative Emotions have a positive effect	0,238	3,072	0,002	The results

on Employee Workplace Procrastination.				significantly support the hypothesis
H7: Exploitative Leadership moderates the relationship between Developmental Human Resources Practices and Boredom at Work.	-0,156	2,052	0,040	The results significantly support the hypothesis
H8: Self-Leadership moderates the relationship between Boredom at Work and Employee Workplace Procrastination.	0,036	0,699	0,485	The results do not significantly support the hypothesis.

The hypothesis testing outcomes summarized in the table 5 reveal that each of the eight hypotheses produced distinct original sample values. This suggests that, overall, the variable relationships in the hypotheses align with the researcher's initial assumptions, except for hypothesis H8, which diverges from those expectations. The means of the samples were derived using bootstrapping procedures applied to the path coefficients. When the gap between the original sample estimate and the sample mean is minimal or statistically insignificant, it indicates that the parameter estimates are highly stable (Hair et al., 2021). From the results, hypotheses H1 through H7 provide evidence of significant relationships between variables, whereas H8 shows no such relationship. These conclusions are further validated by T-statistics greater than 1.96 and P-values under 0.05 for each variable examined (Hair et al., 2021).

The self-leadership moderation was not significant. In a highly formalized, low-autonomy environment, opportunities to apply self-goal-setting, self-cueing, and self-reward are structurally constrained. In other words, situational constraints overshadow individual self-regulation. Moreover, stronger situational pathways notably DHRP lowering boredom, and boredom elevating negative emotions likely reduce the marginal buffering potential of self-leadership in this setting. Based on standardized effects (see Table 5), DHRP exerts a direct negative effect on procrastination, while boredom and negative emotions exert positive direct effects on procrastination. Indirectly, DHRP reduces procrastination via boredom, and the pattern boredom → negative emotions → procrastination indicates a plausible serial pathway for future testing.

Developmental Human Resources Practices (DHRP) encompass policies such as training, empowerment, job rotation, feedback, and career development opportunities aimed at enhancing employees' skills, autonomy, and work purpose, thereby reducing boredom through increased engagement and motivation (Deng et al., 2024; Jian et al., 2024). To optimize the negative effect of DHRP on workplace boredom, Lapas Bengkalis could implement competency-based training programs with interactive e-learning modules, design inter-unit job rotation systems (for example, transferring staff from administration to rehabilitation), and establish monthly feedback forums between supervisors and subordinates to discuss career progress. These initiatives not only enrich task variety but also foster a sense of achievement and prevent job monotony. Furthermore, developing mentorship programs for junior employees to plan their career paths can strengthen perceptions of organizational support, aligning with Schott and Fischer's (2023) findings that structured DHRP reduces boredom by providing dynamic challenges and goals. These results align with prior evidence that developmental HR practices curb boredom and procrastination, and that boredom escalates negative affect conducive to delay behaviors. The divergence concerns self-leadership: while some studies observe a buffering role, our public-sector correctional context reveals boundary conditions where low autonomy and strict procedures blunt its effectiveness. Conversely, leadership climate (e.g., lower exploitative tendencies) appears to amplify the effectiveness of DHRP in reducing boredom.

The influence of Developmental Human Resources Practices (DHRP) on employee workplace procrastination extends beyond training activities and also encompasses career development, constructive feedback, and guidance through coaching and mentoring. Therefore, Bengkalis Correctional Institution can optimize competency-based

career development programs, conduct regular participatory feedback sessions, and establish mentoring systems between supervisors and subordinates to strengthen both psychological and technical support. While adequate training can improve employees' confidence and skills, job satisfaction and readiness to face challenges are also shaped by clear career direction and organizational support for individual growth. When employees feel valued and encouraged to develop through structured DHRP initiatives, they tend to exhibit higher motivation, a stronger sense of responsibility, and better decision-making abilities. These factors directly contribute to reducing procrastination. Conversely, the absence of continuous development may create uncertainty, doubt, and psychological pressure that trigger delays in completing critical tasks. Thus, effective DHRP plays a significant role in decreasing workplace procrastination at Bengkalis Correctional Institution, in line with previous research findings (Deng et al., 2024; Liu et al., 2022).

Boredom at work (BW) is strongly and significantly associated with employee workplace procrastination (EWP). Monotonous tasks, lack of challenge, and limited task variety can diminish employees' emotional and cognitive engagement. When work feels meaningless or mentally unstimulating, individuals often lose intrinsic motivation to complete tasks promptly. At Bengkalis Correctional Facility, reducing boredom can involve task rotation programs, role enrichment through skills training, and collaborative projects that stimulate creativity. These measures aim to break monotony, enhance perceived job relevance, and curb procrastination tendencies. Additionally, regular reflection sessions to assess workload and aspirations may help identify boredom sources before they hinder productivity. Such structural and psychosocial interventions not only alleviate boredom but also restore intrinsic motivation, thereby reducing avoidance through delay. These findings align with prior studies (Jian et al., 2024; Teoh et al., 2021; Wang et al., 2021).

Boredom at work mediates the relationship between Developmental Human Resource Practices (DHRP) and Employee Workplace Procrastination (EWP). Inadequate or irrelevant training reduces the effectiveness of DHRP in fostering employee engagement, triggering boredom and diminishing task appeal. This boredom increases the tendency to delay demanding tasks, thereby reinforcing the negative link between HR development practices and employee performance at Lapas Bengkalis. To address this, Lapas Bengkalis should design more dynamic, needs-based training programs, such as specific skills development, regular job rotations, and challenging assignments. Additionally, implementing two-way feedback systems can help identify training gaps and enhance program relevance, reducing boredom and procrastination. These findings align with prior research highlighting the importance of psychologically responsive HR practices for improving productivity (Jian et al., 2024).

The relationship between boredom at work and negative emotions was found to be significant, as observed in the Bengkalis Correctional Facility. When individuals face monotonous or unchallenging tasks, they tend to experience frustration, stress, and dissatisfaction. This condition may further intensify negative emotions, as employees continue to feel disappointment, anger, or sadness despite efforts to adapt. To address this issue, the facility should implement skill-based job rotation or job enrichment programs to reduce boredom by introducing varied activities and appropriate challenges. These findings align with Raffaelli et al. (2018) and Zhu et al. (2023), who emphasize that dynamic job design can mitigate boredom and curb the escalation of negative emotions. In this context, limited task variety and high work pressure serve as key triggers, making structural interventions such as adaptive training or collaborative projects essential to enhance employees' psychological well-being.

The relationship between Boredom at Work (BW) and Employee Workplace Procrastination (EWP) indicates that monotony and lack of challenge at Bengkalis Correctional Facility exacerbate task delay tendencies, as employees often experience confusion despite recognizing the urgency of their work. To mitigate this, the facility

could implement periodic job rotation to reduce boredom, develop competency-based training programs to enhance mental engagement, and introduce wellness sessions or counseling to manage negative emotions. These measures align with Helen and Veeramani (2024) and Wang et al. (2022), who highlight the importance of role diversification and psychological support in reducing boredom. A more dynamic and supportive work environment can break the boredom–procrastination cycle and improve organizational productivity.

Exploitative leadership (EL) moderates the relationship between developmental human resource practices (DHRP) and boredom at work (BW) by shaping employees' responses to career development opportunities. For instance, EL reflects leaders' exploitative behaviors, where assigned tasks primarily benefit supervisors rather than employees, thereby weakening the positive impact of DHRP, such as attention to career growth. Consequently, even with well-designed development policies, exploitative leadership may lead employees to perceive their tasks as less engaging, as indicated in BW. In Lapas Bengkalis, this dynamic can heighten work boredom because staff may feel that development programs do not meaningfully enhance their work experience. To mitigate these negative effects, Lapas Bengkalis should implement ethics-based leadership training and transparent task allocation monitoring to align employee development with organizational goals. Establishing a two-way feedback system is also essential to capture employees' perceptions of fairness, enabling management to adapt DHRP policies to employees' psychological dynamics. These observations align with prior studies confirming the moderating role of exploitative leadership on the effects of developmental human resource practices (Huang et al., 2024; Jian et al., 2024).

In the study conducted at Bengkalis Correctional Facility, the hypothesis proposing that self-leadership moderates the relationship between boredom at work and employee workplace procrastination was not supported. This may be due to several factors. Although self-leadership is expected to help individuals manage boredom and sustain personal initiative, employees experiencing high boredom still tended to procrastinate. Despite possessing self-regulation strategies, the persistent monotony and lack of task variety remained dominant triggers of procrastination. These findings align with Miyake and Kane (2022), who observed that severe boredom can only be countered by meaningful incentives or more varied tasks. Therefore, Bengkalis Correctional Facility should design structural interventions such as job rotation, job enrichment, and performance-based rewards to reduce boredom and strengthen self-leadership through regular training. Such institutional measures could create a more dynamic work environment and address factors that individual self-leadership alone cannot mitigate. In practical terms, the most powerful managerial lever against procrastination is strengthening DHRP (with both direct and indirect via boredom effects), followed by interventions that reduce boredom and manage negative emotions.

Generalization is most appropriate to public organizations with standardized, repetitive workflows and low-to-moderate task autonomy (e.g., other prisons, administrative service units). Differences in leadership climate, intensity of DHRP, and job design may moderate effect sizes. Because data come from a single institution, multi-site replications and longitudinal/experimental designs are encouraged to strengthen external validity and causal claims.

4. CONCLUSION

In the Indonesian correctional context, developmental HR practices (DHRP) emerge as the primary lever to reduce work procrastination, operating both directly and indirectly through lower boredom, while boredom heightens negative emotions that also feed procrastination. The study's novelty lies in integrating negative emotions into the boredom–procrastination mechanism and testing dual moderators in a high-formalization

public-sector setting, revealing that self-leadership does not buffer effectively under low autonomy, whereas leadership climate can shape how strongly DHRP suppresses boredom. Practically, managers should emphasize competency-based DHRP, task enrichment/rotation, participatory feedback, and leadership conduct safeguards to curb exploitative tendencies. Limitations of single-site, cross-sectional data invite multi-institution replications, tests of serial mediation (boredom → negative emotions → procrastination), and job-design interventions (e.g., gamification, task variety) to build a stronger evidence base for anti-procrastination strategies in public organizations.

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