



The Role of Inspirational Leadership in Reducing Procrastination at the Workplace

An analytical study of the opinions of a sample of staff in a number of governmental Directorate affiliated with the Soran Independent Administration/Kurdistan Region-Iraq

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Abstract

This study aims to investigate the role of inspirational leadership with its dimensions (self-confidence, change management, empowering employees, and the strategic direction) in reducing procrastination in the workplace represented by (soldiering and cyber slacking) in the directorates and government departments affiliated with the Soran Independent Administration. Based on the nature of the research and the objectives it seeks to achieve, the descriptive analytical approach was applied. In order to collect the data, a questionnaire was used, and (560) questionnaires was distributed directly and electronically via (Google Form) to all members of the population, which consisted of all employees (with 926 employees) in the government departments affiliated with the Soran Independent Administration/ Kurdistan Region of Iraq. The study sample consisted of 520 individuals. Several statistical methods were used, including arbitrators and Cronbach's Alpha to ensure validity and reliability, factor analysis, simple correlation, and structural equation modeling using (SPSS-26) and (AMOS-26) programs. This study has found that there is a strong and high-level inverse correlation and significant impact between inspirational leadership and procrastination in field of the study. Based on the results, this study presents a set of recommendations regarding the need for leadership in government departments to focus on inspirational leadership practices will play a significant role in reducing procrastination at the workplace.

Keywords: *Inspirational Leadership, Procrastination at the Workplace, Soran Independent Administration, governmental Directorate in Soran City.*



دور القيادة الملهمة في الحد من المماطلة في مكان العمل
دراسة تحليلية لرأي عينة من الموظفين في عدد من الدوائر الحكومية
التابعة لإدارة سوران المستقلة/إقليم كردستان العراق

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المستخلاص

تهدف هذه الدراسة إلى معرفة دور القيادة الملهمة بأبعادها (الثقة بالنفس، إدارة التغيير، تمكين الموظفين، والتوجه الاستراتيجي) في الحد من المماطلة في مكان العمل والمتمثل ب (التجنيد والتراخي السبيرياني) في المديريات والدوائر الحكومية التابعة لإدارة سوران المستقلة. واستناداً إلى طبيعة البحث والأهداف التي يسعى إلى تحقيقها، تم اتباع المنهج الوصفي التحليلي. ولجمع البيانات، تم استخدام اداة استبانة ، وتم توزيع (560) استبانة بشكل مباشر وإلكتروني عبر (Google Form) على جميع أفراد المجتمع، والذي يتكون من جميع الموظفين والبالغ عددهم 926 موظفاً) في الدوائر الحكومية التابعة لإدارة سوران المستقلة/إقليم كردستان العراق. وتكونت عينة الدراسة من (520) فرداً. وقد تم استخدام عدة أساليب إحصائية منها المحكمين وألفا كرونباخ للتأكد من الصدق والثبات، والتحليل العاملي، والارتباط البسيط، ونمذجة المعادلات الهيكلية باستخدام برنامجي (SPSS-26) و(AMOS-26). توصلت هذه الدراسة إلى وجود علاقة عكسية قوية وتأثير كبير بين القيادة الملهمة والمماطلة في مجال الدراسة. وبناءً على هذه النتائج، تقدم هذه الدراسة مجموعة من التوصيات بشأن ضرورة ترسيخ القيادات في الجهات الحكومية على ممارسات القيادة الملهمة، لما لها من دور كبير في الحد من المماطلة في مكان العمل.

الكلمات المفتاحية: القيادة الملهمة، التسويف في مكان العمل، إدارة سوران المستقلة، المديرية الحكومية في مدينة سوران.



1- Introduction

Over the last twenty years, there has been a growing debate about the concept of inspirational leadership. Inspiration may be defined as the kind of intuition that allows one to perceive something that other people might miss. It is a kind of profound vision, insight, and insight, in addition to being a kind of hidden reading and external human consciousness, which for some people may be equivalent to a short flash of light.

The notion of inspirational leadership has garnered significant attention from scholars and authors over the past thirty years (Sarhan, 2018: 25). Inspirational leadership is perceived as a style or behavior characteristic of an exceptional leader who primarily influences himself, transforming subordinates into follower's eager to lead him. This enables the leader to leverage their talents, develop their latent and manifest abilities, and motivate them to attain personal and professional success. Inspirational leadership is the capacity of leaders to motivate and invigorate their teams by articulating a compelling vision, exemplifying positive behavior, and fostering an environment in which employees feel valued, inspired, and committed to their work. These leaders are recognized for their fervor, empathy, and adept communication, which foster loyalty and trustworthiness among team members. Maghribi (2016) defines inspirational leadership as the process of influencing followers to transform the present circumstances into an improved future state. This is achieved through the ethical aspects of strategic vision, national development, environmental consciousness, and the needs of followers, resource availability, and the plight of the impoverished (Faeq et al., 2021).



On the other hand, Procrastination in the workplace has become a phenomenon that has been embodied in many government departments. Procrastination is considered to be a distinguishing personality attribute. According to Steel (2011), procrastination is linked to a number of by having lower levels of wealth, health, and well-being. According to Abbasi & Alghamdi (2015), procrastinators neglect to respond to essential obligations in a timely manner despite having excellent intentions or the possibility of unavoidable unfavorable outcomes because they are not only unable to manage their time effectively but also lack clarity regarding priorities, goals, and objectives. Ahmad et al. (2021), mentioned that procrastinators spend more time on pursuits irrelevant to their task. They spend more time and are hurried to complete their simplest activities, which leads to errors and poor performance at work. They also feel more exhausted and have trouble concentrating. The aim of this research is to determine the role of inspirational leadership in reducing procrastination in the workplace in the directorates and government departments affiliated with the Soran Independent Administration.

1.1 Research Problems

In recent times, the governmental institutions in the Kurdistan Region of Iraq have been confronted with a multitude of issues regarding the ability to provide citizens with satisfactory services and to fulfill their needs. Among these significant incidents, there are numerous instances of complaints regarding delays in receiving their transactions on time. These complaints may be related to the levels of motivation among employees and the levels of procrastination, which, in the end, would make it difficult to attain a level of satisfaction from residents and perfection in performance.



Procrastination has become more prevalent in the recent years in the administration governmental. One way that procrastinators might put their firms in a precarious financial or competitive position is by causing them to delay the delivery of new products or services to clients for an inordinate amount of time.

Meanwhile, in order to reduce the Procrastination at the workplace, it is necessary for the organization to adopt a modern style of the leadership, inspirational leadership practices would be the style which may reduce or eliminate the procrastination at the workplace. Many researches have confirmed that procrastination which heavily focuses on individual and task-related factors affecting employees, Leadership styles may reduce workplace procrastination. (Singh & Dhaliwal, 2015; Metin, Peeters, & Taris, 2018; Göncü Köse & Metin, 2018). Based on the above, the study problem can be formulated with the following research questions:

- 1- What is the level of inspirational leadership in the researched institutions?
- 2- What is the level of procrastination at the workplace in the researched institutions?
- 3- What is the nature of the relationship between inspirational leadership and Procrastination at the workplace?
- 4- Does inspirational leadership impact procrastination at the workplace in governmental institutions in Soran city?

1.2 The Objectives of the Study

Based on the research questions, the following objectives are proposed for the research:



1. To identify the level of inspirational leadership within the studied institutions.
2. To recognize the level of procrastination at the workplace within the studied institutions.
3. To determine the correlation between inspirational leadership and procrastination at the workplace.
4. To explore the influence of inspirational leadership on reducing procrastination in the workplace.

1.3 The importance of the study

The importance of the study can be summarized as follows:

1. Focusing on the modern, vital, and important topics and concepts for the success of organizations in today's business environment, (inspirational leadership, and procrastination in the workplace). Thus, this study represents a modest attempt to add new scientific knowledge in the field of study variables.
2. Based on the previous studies, there is no previous study linking the variables with each other. Broadly speaking, the current study is the first of its kind at the level of the Kurdistan region- Iraq deals with the role of inspirational leadership in reducing procrastination in the workplace
3. As for the practical field importance, this study has been conducted in an important and vital sector, which is public sector due to its great importance in developing cultural life and providing a quality service to the society.

2- Literature Review and theoretical framework

2.1 The Concept of Inspirational Leadership

The origins of inspirational leadership can be traced to the term "charisma," which is derived from Latin and refers to qualities that are challenging to



articulate through logical reasoning. The initial application of this concept was by the sociologist Max Weber in his theory of bureaucracy, where he referred to a form of power linked to the leader's personality and the personal, inspiring qualities of their talents that resonate with others (Abu Ghali, 2019). It is necessary to first provide an explanation of the concept of inspiration before moving on to discuss the idea of inspirational leadership. Inspiration may be defined as the kind of intuition that allows one to perceive something that other people might miss. It is a kind of profound vision, insight, and insight, in addition to being a kind of hidden reading and external human consciousness, which for some people may be equivalent to a short flash of light.

The subject of inspirational leadership has taken significant attention from scholars and authors over the past thirty years (Sarhan, 2018: 25). Inspirational leadership is the capacity of leaders to motivate and invigorate their teams by articulating a compelling vision, exemplifying positive behavior, and fostering an environment in which employees feel valued, inspired, and committed to their work. These leaders are recognized for their fervor, empathy, and adept communication, which foster loyalty and trustworthiness among team members.

Van Wart (2014: 55) defines inspire leader as possessing ambition, determination, initiative, and the capacity to motivate, encourage, and foster a positive spirit among individuals within the organization. While, Khalifa and Mohammed (2012: 25) have described inspirational leadership as a form of leadership that empowers ordinary individuals to achieve extraordinary outcomes despite challenges, instilling motivation within them. According to Al-Farani (2020: 30) and Alwan (2021: 393),



inspirational leadership is characterized by charismatic qualities that enable leaders to harness the full potential of entrepreneurial workers. This is meant that this leadership style aims to empower employees, motivating them towards development, renewal, and innovation, thereby fostering a positive work environment that enhances loyalty and facilitates extraordinary success.

Camel et al. (2019: 44-45) demonstrate that inspirational leadership encompasses a leader's capacity to enhance subordinates' enthusiasm within the organization, motivating them and stimulating their emotions to attain desired outcomes. This process subsequently enhances their performance and fosters organizational commitment, as well as loyalty. **The researchers'** perspective on Inspirational leadership is seen as a contemporary leadership style that requires the leader to have the will and determination that makes him think about his followers, has a self-confidence, direct his followers towards action, as well as, motivating and empowering thus reducing the procrastination at the workplace.

2.2 The Importance of Inspirational Leadership

Patrick (2010) identifies four importance of Inspirational Leadership, as articulated by numerous scholars which are:

1. The presence of inspirational leadership inside the organization significantly impacts organizational efficiency and the alignment between the individual and the business.
2. The presence of inspiring leadership positively influences the enhancement of organizational strengths for subordinates while mitigating unfavourable features.



3. Manage and address issues that emerge in the workplace, and reconcile differences and viewpoints among persons.

4. An inspired leader may cultivate a collective vision with employees.

As the researchers, it can be noticed that inspirational leadership plays a key part in the increase of employee engagement, the promotion of ethical alignment, and the driving of corporate success. These are all points that the researcher believe are important. Encouragement of creativity, flexibility, and a shared vision are some of the ways in which it enables individuals and teams to overcome challenges and achieve results that are not only tangible but also significant.

2.3 Dimensions of Inspirational Leadership

Many contemporary studies which conducted by researchers and scholars in the field of organizational behavior highlight several different dimensions of inspirational leadership. Each of the studies such as the study of (Aldajani, 2024), (Rjah & Abdullah, 2020), (Jasim, 2022), (Kilany, 2022), (Taha, 2021) (Abu Jarbou, 2022) has agreed that inspirational leadership can be measures through four dimensions at workplace such as (self-confidence, change management, empowering employees, and the strategic direction). For this reason, the current study agrees with those dimensions due to agreement, appropriateness for the current field of the study:

2.3.1 Self-Confidence

It is one of the fundamental elements that make up a physically and mentally well personality, and it serves as the foundation for every success and accomplishment that you wish to attain (Rjah & Abdullah, 2020). It is an indication of the leader's capability and self-assurance in being able to



control situations. This indicates that there is no leader who is lacking in confidence (the leader's trust in his talents and principles), which is derived from the ability that he possesses and the soundness of the judgments that he makes to the extent that others have an image of him.

2.3.2 Change management

Change is a fundamental concern for every organization or nation across its various administrative sectors, and it is an inevitable aspect of all administrative activities. Its success is intricately linked to the ability to adapt to ongoing events and developments. Although change is essential for the advancement and evolution of the organization, it often encounters significant resistance (Aldajani, 2024). An effective leader plays a crucial role in mitigating this resistance by persuading subordinates that change is necessary for progress. Consequently, organizations must continuously evolve, innovate, and avoid remaining stagnant in traditional practices. The extent of a leader's significant influence on subordinates is reflected in their alignment with the leader's values and principles, which qualify the leader as a role model for the team and senior management. Inspiring leaders direct their influence towards achieving specific tasks effectively (Odumeru 2013, p. 357).

2.3.3 Empowering employees

It refers to the ability of the leader to provide employees with temporary authority or a functional role in order for them to express their opinions regarding the nature of the work. This enables the employees to control the final results that will be achieved after implementing one of the opinions (Kilany, 2022). This is accomplished by providing them with the opportunity to gain their independence within the work environment, while



also ensuring that they continue to improve their performance and benefit from their experiences in order to accomplish the goals that are required of them (Abdulla et al., 2021).

2.3.4 The strategic direction

An inspiring leader is faced with an unpredictable future, which forces him to make strategic decisions in order to safeguard the future of the firm. As a result, one of the main tasks of the amazing leader is to manage his business strategically. Because the strategic orientation makes the senior management of the organization completely aware of the organization's purpose, the areas in which it engages in external activities, and the individuals who are the recipients of the services that it offers, the organization is able to establish its strategic goals through its orientations (Taha, 2021).

2.4 Procrastination at the work place

2.4.1 The concept of Procrastination at the work place

Procrastination in corporate settings is a complex problem driven by numerous factors. This self-regulatory failing is seen in the illogical postponement of work, despite the foreseeable adverse outcomes linked to it. The intricate interaction of individual characteristics and organizational factors in the workplace considerably influences the occurrence of procrastination. (Vveinhardt & Sroka, 2022). Procrastination according to Van Eerd (2000) means the act of avoiding one's own purpose, feelings of shame, regret, and disillusionment with him could set in over time. And also it can be seen as putting things off till later. Similar to numerous popular words used for scientific investigations, there are typically nearly as many definitions for procrastination. The act of "delaying a scheduled



program, necessary, or significant action, despite the possibility of adverse effects" is characterized as procrastination (Stead et al., 2010). Procrastination defined as the process of postponing a work that was originally planned despite the fact that the forecast is getting poor due to certain factors.

Despite the fact that, Partnay (2012) stated that there is still a significant amount of discussion regarding whether or not procrastination may be considered an adaptive work technique, with some stating that procrastination can be beneficial to us in the long run. This lack of self-control happens when a lack of drive to start and complete an activity, even when the time commitment is reasonable. Jones (2020) investigated procrastination from the viewpoint of the customer and considered it to be a consumer phenomenon that delays the purchasing of a product or service. Joseph and Trope (2021) defined procrastination at workplace an employee's temporary or permanent delays in work-related duties and activities. Furthermore, Metin et al. (2016) characterized workplace procrastination as a form of counterproductive behavior that does not have the intention of causing damage to the employer, employee, workplace, or client.

Therefore, it is undeniable that procrastination is a problem that disrupts the daily lives of individuals. However, the assumption that procrastination is exclusively a personality trait is a limited perspective. Therefore, in the workplace, procrastination can be characterized as a counterproductive behavior in which individuals participate in the behavioral and cognitive postponing of work-related behaviors as a result of certain environmental conditions. This conduct can be both cognitive and behavioral in nature.



This conduct eventually has a detrimental impact on the performance of both individuals and organizations because it hinders the efficiency with which resources and services are delivered.

2.4.2 Dimensions of Procrastination at Workplace

Procrastination is a multi-dimensional concept and many researchers identified several dimensions related to specific task at work. For more manifestation, Harris and Sutton (1983) proposed a framework for research that identified several dimensions relevant to procrastination on a specific task, including perceived task characteristics, interdependence with other tasks, and organizational systems. This framework emphasizes the importance of task-related dimensions and organizational influences on procrastination. Additionally Ridder, Lensvelt-Mulders, Finkenauer, Stok, & Baumeister (2012) conducted a meta-analysis on self-control, combining school and work, which also addresses dimensions related to procrastination in different domains

Recent studies have pointed out that procrastination at work has two dimensions: **soldiering and cyber slacking** (Metin et al., 2016). Therefore, the current study agrees with two dimensions due to they are more agreed and much more appropriate for the study field (Abdalla, 2023). Soldiering refers to work or task avoidance behavior for more than one hour a day, without the intention of harming others, or overloading them with more work (Paulsen, 2015). Soldiering occurs when an employee has a weak ethical relationship with work, does not identify with it, or professional demands fall short of individual potential (Paulsen, 2015). Soldiering involves behaviors that are associated with negative performance outcomes, which in turns reduces self-efficacy, leading to a vicious cycle



of poor performance (Steel, 2007). While Cyber slacking stems from the widespread use of mobile technology at work and involves employees that may appear to be working, but are actually shopping online, surfing social networks, playing games or sending instant messages (Vitak et al., 2011). Similar to soldiering, cyber slacking has also been linked to extremely high costs for organizations, notably lower productivity (Garrett & Danziger, 2008).

3- Methodology

3.1 Research design

In the current study, the researcheres use quantitative research design over the qualitative design due to the correlation between research study variables using measurement scales for the statistical analysis of numerical number. Additionally, choosing quantitative over qualitative forces the researcheres to focus remarkably on those related issues that are highly impressive and adoptable to the study's goals. The analysis of the relationship between particular variables and the testing of that relationship through the use of statistical estimations is made much simpler when quantitative data is used as the basis.

3.2 Research Approach:

In this study, questionnaire has been used as a quantitative research method to collect the data. The data sample, obtained through questionnaires, was collected in two languages (Kurdish and English), which are the official languages used in governmental Directorate. This was done to ensure transparency for the participants.

3.3 The Model of the study

The framework is represented in Figure (1).



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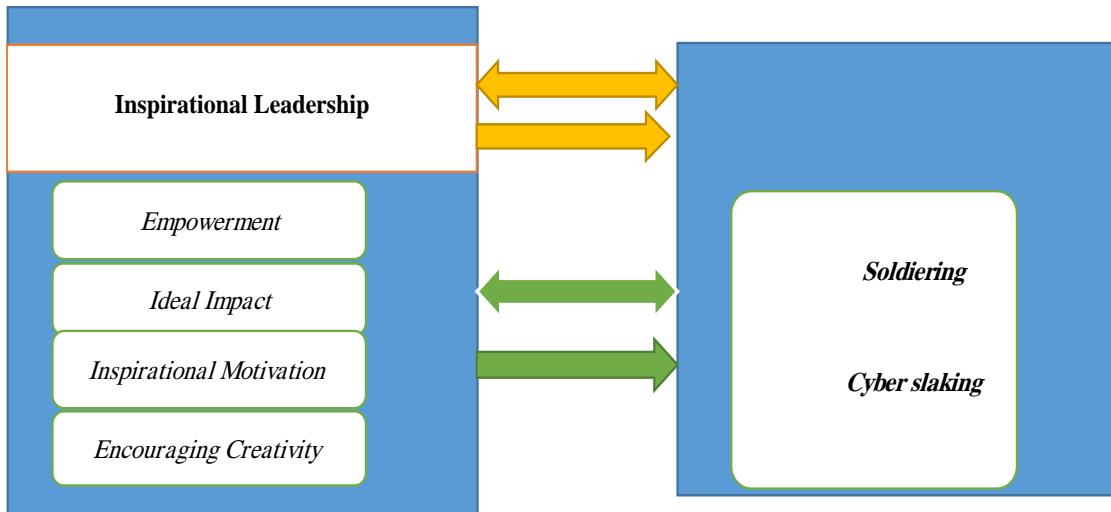


Figure (1) proposed research model by the researchers

3.4 Research Hypothesis

The research hypothesis contains three main hypotheses

H1: "There is a significant and inverse correlation between Inspirational leadership and Procrastination at the workplace at the level of (0.05 in the micro and macro level)."

H2: Inspirational leadership has a significant impact on Procrastination at the workplace at a significant level of 0.05."

3.5 Sample selection and Data Collection

The researchers are interested in understanding the complete population set, and the target population is a representation of that entire population set. The target population of the current study includes all employees from ten institutions at Soran Independent Administration including Soran Traffic Police, Soran Municipality, Soran Water Directorate, Soran Electricity Directorate, Soran Foodstuff Office, Soran Transpiration Directorate, Soran Treasury Directorate, Soran Health Directorate, Income Tax Directorate of Soran, and House Tax Directorate of Soran. The sample of



the current study contains of 520 employees. To collect data, 560 questionnaires are distributed employees. From these questionnaires, a total of 529 were successfully collected, and 520 questionnaires were both valid and meticulously completed by the participating respondents.

3.6 Reliability Measurement

The reliability of the questionnaire means that the questionnaire test gives the same results if it is re-applied under the same conditions. Reliability is measured by extracting the correlation coefficient between the questionnaire items. Therefore, reliability analysis was applied using the Alpha-Cronbach method. The results is acceptable when the value is equal to or greater than (0.60) in management studies (Allen & Yen, 2002), and the results shown in the below table of the measurement of study reliability.

- The highest value of the reliability coefficient by the alpha-Cronbach method at the level of variables was recorded for the Inspirational leadership variable and its value was (0.919). However, Procrastination at the workplace variable came as the second with a reliability coefficient of (0.891).
- The highest value of the reliability coefficient by the alpha-Cronbach method at the dimensional level was for the Cyber-Slacking dimension in the Procrastination at the workplace variable and recorded (0.904). However, Empowerment in the Inspirational leadership with a reliability coefficient of (0.710) recorded the lowest value of the reliability coefficient by the alpha-Cronbach method.
- For the overall indicator level and for all the questionnaire's (32) items, the value of the reliability coefficient was (0.910).

**Table (1) Reliability measurement through alpha-Cronbach method**

Variable	Dimensions	Items' No	Reliability Value
Inspirational leadership [INSLED]	Empowerment [EMP]	5	0.710
	Strategic orientation [STO]	5	0.770
	Self-confidence [SCO]	5	0.775
	Change management [CHM]	5	0.843
Inspirational leadership [INSLED]		20	0.919
Procrastination at the workplace [PROCWORK]	Soldiering [SOL]	6	0.817
	Cyber-Slacking [CYS]	6	0.904
Procrastination at the workplace [PROCWORK]		12	0.891
Over all questionnaire		32	0.910

Source: Prepared by the researchers based on the outputs of the (SPSS-26) program.

As can be seen from the table, it is clear that there is the required reliability for the current study questionnaire and through the paragraphs of its variables and dimensions, which is sufficient to adopt the paragraphs of the current questionnaire as a tool for collecting field data.

4- Results and Discussions

4.1 Description of the personal information of the study sample

The results mentioned in the below Table (2) demonstrate a description of the personal characteristics of the study sample in the governmental Directorate affiliated with the Soran Independent Administration/Kurdistan Region-Iraq, which can be reviewed according to the following sections:

- **Name of Directorate:** Table (2) shows the names of the governmental Directorate affiliated with the Soran Independent Administration, the number of participants from each Directorate, and their percentage. It was found that the major percentage of participants were from Soran General Directorate of Health and Soran Traffic Directorate with the (14.2) , (14.0) respectively, while the minority was from Soran Real



Estate Directorate, with a percentage of (2.5). This indicates that all directorates in the Soran Independent Administration participated in this study, and thus the results of this study can be generalized.

- **Gender:** The results from the Table (2) display that the percentage of respondents from males was (53.8%), while females recorded (46.2%). This indicates that the percentage of participants was almost equal between males and females. Which point out that there is a possibility of employing both males and females in governmental Directorate affiliated with the Soran Independent Administration
- **Age:** As can be realized from the Table (2), it is clear that the largest percentage of the study sample according to age was in the age group (35-44 year) with a rate of (41.2%). However, the lowest percentage was in the age group (18-25 year) with a rate of (%4.9). This indicates that the majority of respondents in the surveyed directorates are from age group that possesses the mental capabilities and potential to work and has high levels of activity. Furthermore, there have been no government employments or recruitment in the past ten years.
- **Education Level:** Through the information contained in Table (2), it is obvious that the majority of respondents hold Diploma's degree with a rate of (37.3%), followed by those with High school and below (36.2%), and those who holding Bachelor's degree with the rate of (21.5%). The table also shows that the percentage of postgraduate degree holders among the research sample is (5%). This indicates that the sample members hold certificates that qualify them to answer the questionnaire correctly.



- **Job Position:** It is clear from the data in Table (2) that the largest percentage of the study sample according to Job Position was in the group (Employee) with a rate of (79.6%). On the other hand, the lowest percentage was in the group (Head of Dep.) with a rate of (%2.7). This shows that the sample members have the job in the career ladder that qualifies them to answer the questionnaire items correctly.
- **Duration of service in the current job position:** Table (2) shows that the highest percentage of respondent individuals who have years of service in the current job position are from the category (More than 7 years), with the rate of (63.3%), followed by the category (3-7 year), in percentage (18.6%), then came individuals who have (Under 3 years) service in last place, with the percentage of (18.1%), which indicates that the majority of sample individuals are those who have accumulated experience and sufficient ability to work in governmental Directorate.
- **Total years of Services:** The results from the table (2) confirmed that the largest proportion of the study sample according to total years of Services was in the category (More than 10 years) at a rate of (71.2%), and the category (Less than 5 year) came in second with a rate of (16%). While, the lowest percentage was in the category (5-10 years) at a rate of (12.8%). This indicates that the organizations surveyed have staff with extensive job experience in their careers.



Table (2) Personal information of the study sample

Demographic	Category	Frequency	Percent%
Name pf Governmental Directorate	Soran General Directorate of Electricity	65	12.5
	Soran Traffic Directorate	73	14.0
	Soran General Directorate of Health	74	14.2
	Soran Real Estate Directorate	13	2.5
	Soran Income Tax Directorate	18	3.5
	Soran Treasury Directorate	47	9.0
	Soran Municipality Directorate	29	5.6
	Directorate of Transportation Soran	71	13.7
	Soran Water Directorate	62	11.9
	Soran Food Directorate	68	13.1
Gender	Male	280	53.8
	Female	240	46.2
Age	18-25 year	69	13.3
	26-34 year	152	29.2
	35-44 year	214	41.2
	Over than 45 year	85	16.3
Education Level	Postgraduate studies	26	5.0
	Bachelor	112	21.5
	Diploma	194	37.3
	High school and below	188	36.2
Job Position	Head of Dep.	14	2.7
	Head of unit	92	17.7
	Employee	414	79.6
Duration of service in the current job position	Under 3 years	94	18.1
	3-7 year	97	18.6
	More than 7 years	329	63.3
Total years of services	Under 5 year	83	16.0
	5-10 years	67	12.8
	More than 10 years	370	71.2
Total		520	100%

Source: Prepared by the researchers based on the outputs of the (SPSS-26) program.

4.2 Description and diagnosis of study variables and preliminary analysis of results



4.2.1 Description of the independent variable (Inspirational Leadership):

4.2.1.1 Empowerment Dimension Description

Table (3) shows the results of descriptive statistics for the dimension of Empowerment, which is represented by five items (X1- X5). The total mean of the Empowerment dimension is (3.57), standard deviation is (0.75), and the agreement rate reached to (%71.5). Therefore, this indicates that the level of Empowerment dimension adopted in governmental Directorate affiliated with the Soran Independent Administration is high from the point of view of the research sample members, and they have a positive view of it. The table also displays that the statement (X1) obtained the highest mean, which states that "Our department's Administration supports employees' independence in making decisions related to daily tasks." as it reached (3.67), with standard deviation (1.10), and the coefficient of variation (30.1). While the statement (X4) which states that (Our department's Administration reduces reliance on direct supervision to accomplish tasks.) had the lowest mean, which was (3.39), with a standard deviation of (1.12), and an agreement rate of (%67.8). Overall, the percentages of means of all the items indicate that Empowerment dimension is important to the individuals in the research sample. In addition, this dimension ranked fourth among the dimensions in terms of agreement rate.

**Table (3) Empowerment dimension Description**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	S. D	C. V	A. R	Order
	F.	%	F.	%	F.	%	F.	%	F.	%					
X1	22	4.2	76	14.6	71	13.7	23	45.4	11	22.1	3.67	1.10	30.1	73.3	1
X2	21	4.0	88	16.9	85	16.3	22	42.9	10	19.3	3.58	1.11	30.9	71.5	4
X3	14	2.7	68	13.1	11	22.6	21	41.4	10	20.8	3.64	1.03	28.4	72.8	2
X4	26	5.0	10	20.0	11	21.7	19	37.5	82	15.8	3.39	1.12	33.1	67.8	5
X5	32	6.2	68	13.1	95	18.3	20	40.2	11	22.3	3.59	1.15	32.0	71.9	3
EMP	2	0.4	51	9.8	16	31.3	24	47.3	58	11.2	3.57	0.75	21.0	71.5	4 th

Source: prepared by the researchers from the results of (SPSS.26).

4.2.1.2 Strategic orientation Dimension Description

Table (4) demonstrates the results of descriptive statistics for the dimension of Strategic orientation variable, which is represented by items (X6- X10). The total mean for this dimension was (3.70), standard deviation equal to (0.76), and agreement rate (74.0%). This indicates that the agreement of the study sample on statements of this dimension was high in governmental Directorate affiliated with the Soran Independent Administration. It can be seen from the table below that the item (X6) which states that “Our department's administration has clear strategic objectives that serve its interests and vision.”, obtained the highest mean as it reached to (3.88), with standard deviation of (0.94), and agreement rate of (77.6%). Nevertheless, the lowest mean is made by (X9) that states (Our department's administration establishes specific work mechanisms to achieve its future vision.), which is (3.56), with S.D. (1.06), and an agreement rate of (71.2%). Generally, the percentages of means of all the items indicate that Strategic orientation dimension is important to the



individuals in the research sample. In addition, this dimension ranked first second among the dimensions in terms of agreement rate.

Table (4) Strategic orientation dimension Description

Item s	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	S.D	C. V	A. R	Orde r
	F.	%	F.	%	F.	%	F.	%	F.	%					
X6	11	2.1	39	7.5	81	15.6	259	49.8	130	25.0	3.88	0.94	24.2	77.6	1
X7	13	2.5	52	10.0	104	20.0	249	47.9	102	19.6	3.72	0.97	26.1	74.4	2
X8	21	4.0	66	12.7	107	20.6	212	40.8	114	21.9	3.64	1.08	29.7	72.8	4
X9	26	5.0	93	11.3	125	24.0	219	42.1	91	17.5	3.56	1.06	29.8	71.2	5
X10	31	6.0	93	11.3	93	17.9	187	36.0	150	28.8	3.70	1.17	31.6	74.1	3
STO	2	0.4	35	6.7	155	29.8	256	49.2	72	13.8	3.70	0.76	20.5	74.0	2 nd

Source: prepared by the researchers from the results of (SPSS.26).

4.2.1.3 Self-confidence Dimension Description

Table (5) presents the final results related to each of the phrases of the Self-confidence dimension, which is represented by five items (X11-X15), through which the degree of harmony and homogeneity in the response of the sample of respondents can be identified. The total mean for this dimension is (3.83), (S.D.) is (0.72), and agreement rate is (76.5%). Then, this indicates that the level of Self-confidence dimension adopted in governmental Directorate affiliated with the Soran Independent Administration is high from the point of view of the research sample members, and they have a positive view of it. In term of items, it is clear that the item (X11) which states that "Our department's administration has the ability and confidence to make decisions.", has the highest mean as it reached to (4.02), with standard deviation of (0.98), and agreement rate



equal to (80.3%). On the other hand, the lowest mean is made by (X15) which states (Our manager enhances his interpersonal skills and ability to influence others.), which is (3.63), with S.D. (1.10), and the agreement rate (72.5%). Hence, this means that the Self-confidence dimension has gained attention among the research sample members. In addition, this dimension ranked first among the dimensions in terms of agreement rate.

Table (5) Self-confidence Dimension Description

Item s	Strongl y Disagre e		Disagre e		Neutral		Agree		Strongly Agree		Mea n	S. D	C. V	A. R	Orde r
	F.	%	F.	%	F.	%	F.	%	F.	%					
X11	12	2. 3	3 6	6.9	65	12. 5	22 6	43. 5	18 1	34. 8	4.02	0.9 8	24. 4	80. 3	1
X12	10	1. 9	2 9	5.6	75	14. 4	26 0	50. 0	14 6	28. 1	3.97	0.9 1	22. 8	79. 3	2
X13	11	2. 1	5 5	10. 6	10 7	20. 6	21 8	41. 9	12 9	24. 8	3.77	1.0 1	26. 7	75. 3	3
X14	12	2. 3	4 9	9.4	11 4	21. 9	22 6	43. 5	11 9	22. 9	3.75	0.9 9	26. 3	75. 0	4
X15	24	4. 6	6 5	12. 5	11 1	21. 3	20 1	38. 7	11 9	22. 9	3.63	1.1 0	30. 5	72. 5	5
SCO	0	0. 0	2 5	4.8	13 5	26. 0	26 9	51. 7	91 5	17. 5	3.83	0.7 2	18. 9	76. 5	1 st

Source: prepared by the researchers from the results of (SPSS.26).

4.2.1.4 Change management Dimension Description

Table (6) indicates the final results related to each phrases of the Change management dimension, which is represented by five items (X16-X20), through which the degree of homogeneity in the response of the sample of respondents can be recognized. The total mean for this dimension is (3.61), standard deviation is (0.83), and agreement rate is (72.2%). Therefore, this indicates that the level of Change management dimension adopted in governmental Directorate affiliated with the Soran Independent



Administration is high from the point of view of the research sample members, and they have a positive view of it. As can be seen from the data in the table, it is clear that the item (X16) which states (Our department's administration is committed to building employee convictions that contribute to change for the better rather than resisting it.) got the highest mean as it reached (3.91) and with a standard deviation of (0.93) and a agreement rate of (78.2%). In contrast, the item (X20) that states (Our department's administration encourages employees to present creative ideas for change.) has the lowest mean, which is (3.48), with a standard deviation (33.3), and the agreement rate of (69.5%). Therefore, this means that the Change Management dimension has gained attention among the research sample members. In addition, this dimension ranked third among the dimensions in terms of agreement rate.

Table (6) Change management Dimension Description

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	S.D	C.V.	A.R	Order
	F.	%	F.	%	F.	%	F.	%	F.	%					
X16	6	1.2	42	8.1	89	17.1	239	46.0	144	27.7	3.91	0.93	23.8	78.2	1
X17	14	2.7	60	11.5	120	23.1	213	41.0	113	21.7	3.68	1.02	27.9	73.5	2
X18	29	5.6	62	11.9	145	27.9	190	36.5	941	18.1	3.50	1.09	31.2	69.9	3
X19	24	4.6	71	13.7	140	26.9	199	38.3	865	16.5	3.48	1.06	30.5	69.7	4
X20	36	6.9	73	14.0	121	23.3	187	36.0	103	19.8	3.48	1.16	33.3	69.5	5
CH M	6	1.2	44	8.5	164	31.5	229	44.0	778	14.8	3.61	0.83	23.0	72.2	3 rd

Source: prepared by the researchers from the results of (SPSS.26).



In general, the data from table (3, 4, 5 and 6) proves that all the statements related to the Inspirational leadership variable obtained a high level of mean, which indicates that there is a high level of awareness among the employees about the content of the questionnaire statements regarding the governmental Directorate affiliated with the Soran Independent Administration/Kurdistan Region-Iraq. Therefore, in order to answer the first research question, it is clear that the level of inspirational leadership is kindly high in the field of the study

4.2.2 Description of the dependent variable (Procrastination at the workplace)

4.2.2.1 Soldiering Dimension Description

Table (7) shows the results of descriptive statistics for the dimension of Soldiering, which is represented by six items (Y1-Y6). The total mean for this dimension is (2.83), standard deviation (0.85), and agreement rate (56.6%). Therefore, this indicates that the level of Soldiering dimension that adopted in governmental Directorate in the Soran Independent Administration is average from the point of view of the research sample members, and they have a Neutral view of it. As for the level of statements, it can be noticed from table (6) that the item which contributed most to enrich this dimension and that took the rank (1) is item (Y1) which states "Employees tend to accumulate tasks that need to be completed daily. ", with the highest mean (3.29), standard deviation (1.19) and agreement rate (65.8%). While, the lowest mean is related to the statement (Y6) which states "Employees avoid planning their tasks when they have an excessive amount of work to do." With a mean (2.57), standard deviation (1.13) and agreement rate (51.3%). Therefore, this means that the Soldiering



dimension has gained attention among the research sample members. In addition, this dimension ranked first among the dimensions.

Table (7) Soldiering Dimension Description

Item s	Strongl y Disagre e		Disagree		Neutral		Agree		Strongl y Agree		Mea n	S. D	c.v.	A. R	Orde r
	F .	%	F.	%	F.	%	F.	%	F	%					
Y1	3 4	6.5	12 3	23. 7	10 6	20. 4	17 1	32. 9	8 6	16. 5	3.29	1.1 9	36. 0	65. 8	1
Y2	9 2	17. 7	17 9	34. 4	10 9	21. 0	10 4	20. 0	3 6	6.9	2.64	1.1 8	44. 8	52. 8	5
Y3	7 3	14. 0	15 0	28. 8	12 2	23. 5	12 2	23. 5	5 3	10. 2	2.87	1.2 2	42. 4	57. 4	2
Y4	6 5	12. 5	16 4	31. 5	11 2	21. 5	13 6	26. 2	4 3	8.3	2.86	1.1 8	41. 2	57. 2	3
Y5	7 7	14. 8	14 8	28. 5	15 1	29. 0	11 4	21. 9	3 0	5.8	2.75	1.1 3	40. 9	55. 1	4
Y6	8 8	16. 9	19 9	38. 3	11 6	22. 3	85	16. 3	3 2	6.2	2.57	1.1 3	44. 1	51. 3	6
SOL	2 7	5.2	14 6	28. 1	22 3	42. 9	10 3	19. 8	2 1	4.0	2.83	0.8 5	29. 9	56. 6	1 st

Source: prepared by the researchers from the results of (SPSS.26).

4.2.2.2 Cyber-Slacking Dimension Description

Table (8) presents the results of descriptive statistics for the dimension of Cyber-Slacking, which is represented by six items (Y7-Y12). The total mean of the Cyber-Slacking dimension is (2.79), standard deviation is (1.06), and the agreement rate reached to (55.8%). Therefore, this indicates that the level of Cyber-Slacking dimension adopted in governmental Directorate affiliated with the Soran Independent Administration is average from the point of view of the research sample members, and they have a Neutral view of it. In term of the statements, it can be observed from table (7) that the item which contributed most to enrich this dimension is item



(Y9) which states "Employees follow daily news and events online during work hours.", with the highest mean (3.12), standard deviation (1.22) and agreement rate (62.3%). However, The lowest mean is recorded by the statement (Y12) which states "Employees frequently use entertainment programs during official work hours." With a mean (2.59), standard deviation (1.32) and agreement rate (51.8%). Therefore, this means that the governmental Directorate in the Soran Independent Administration have knowledge about Cyber-Slacking dimension.

Table (8) Cyber-Slacking Dimension Description

Ite ms	Strongl y Disagre e		Disagre e		Neutral		Agree		Strong ly Agree		Me an	S. D	C. V.	A. R	Ord er
	F.	%	F.	%	F.	%	F.	%	F.	%					
Y7	99	19. 0	18. 9	36. 3	72	13. 8	10. 1	19. 4	5. 9	11. 3	2.68	1.2 9	48. 3	53. 5	4
Y8	83	16. 0	17. 2	33. 1	74	14. 2	13. 2	25. 4	5. 9	11. 3	2.83	1.2 9	45. 4	56. 6	3
Y9	61	11. 7	11. 5	22. 1	10. 8	20. 8	17. 5	33. 7	6. 1	11. 7	3.12	1.2 2	39. 1	62. 3	1
Y10	94	18. 1	13. 3	25. 6	99	19. 0	13. 5	26. 0	5. 9	11. 3	2.87	1.3 0	45. 2	57. 4	2
Y11	10. 9	21. 0	17. 7	34. 0	80	15. 4	96	18. 5	5. 8	11. 2	2.65	1.3 0	49. 1	53. 0	5
Y12	12. 7	24. 4	16. 3	31. 3	79	15. 2	97	18. 7	5. 4	10. 4	2.59	1.3 2	50. 7	51. 8	6
CY S	45	8.7	17. 6	33. 8	14. 0	26. 9	12. 4	23. 8	3. 5	6.7	2.79	1.0 6	37. 8	55. 8	2 nd

Source: prepared by the researchers from the results of (SPSS.26).

Hence, the results contained in Tables (7 and 8), indicate that all the statements have obtained an average level of mean, and this indicates that there is a percentage of neutral perception among the employees of the study sample towards the content of the questionnaire statements designated for the variable of Procrastination at the workplace in the



Governmental Directorate affiliated with the Soran Independent Administration, Thus, in order to answer the second research question, it is clear that the level of Procrastination at the is average in the field of the study

4.3 Analyzing the Correlation between Inspirational leadership and Procrastination at the workplace

In this section, the nature of the relationship between Inspirational leadership and Procrastination at the workplace is identified in order to verify the First main hypothesis which states "There is a significant and inverse correlation between Inspirational leadership and Procrastination at the workplace at the level of (0.05). Table (9) and figure (2) shows that there is a significant and inverse correlation between Inspirational leadership variable and Procrastination at the workplace variable, where the value of the correlation coefficient between them is (-0.65**), and at a significant level (0.01). This result indicates that there is a significant and high levels of inverse correlation between Inspirational leadership variable and Procrastination at the workplace variable in the governmental Directorate affiliated with the Soran Independent Administration/Kurdistan Region-Iraq. In other words, the more the research Directorate depend on Inspirational leadership, leads to a decrease the Procrastination at the workplace. Therefore, the first main hypothesis is accepted, which states that: "There is a significant and inverse correlation between Inspirational leadership and Procrastination at the workplace at the level of (0.05)

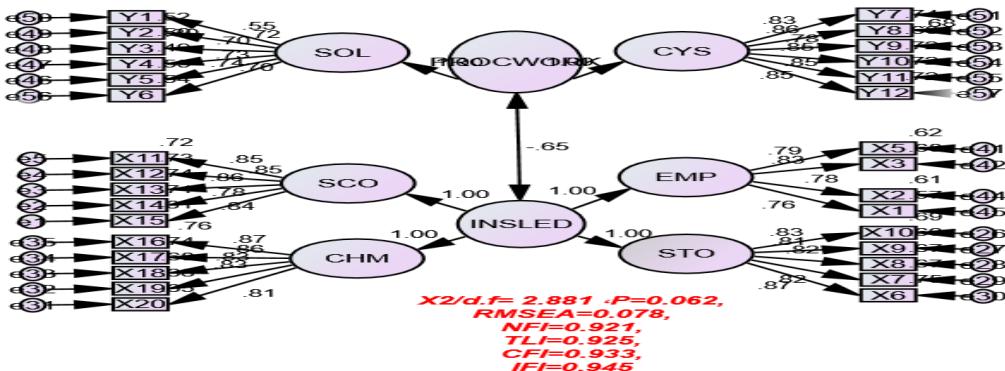


Figure (2) Correlation between Inspirational leadership and Procrastination at the workplace

Source: Prepared by the researchers based on the outputs of the AMOS-26 program.

In order to determine the correlation between the main and sub-variables, tables and a matrix of correlation coefficients between the dimensions of the study variables are used. The significance of the correlation coefficient is confirmed through the quality of the fit to ensure the quality of the structural model for the correlation relationship between the study variables. The following is a test of the hypotheses related to the correlation relationships between Inspirational leadership dimensions and Procrastination at the workplace, as shown in Figure (3) and table (9).

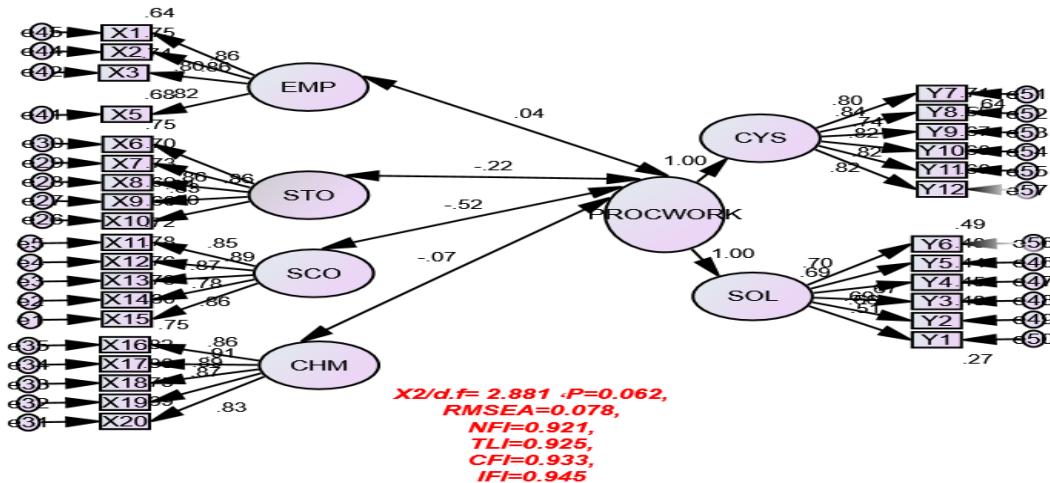


Figure (3) Correlation between Inspirational leadership dimensions and Procrastination at the workplace

Source: Prepared by the researchers based on the outputs of the AMOS-26 program.

Table (9) shows that there are significant and inverse correlation between Inspirational leadership dimensions and Procrastination at the workplace variable, excluding the correlation between empowerment and Procrastination at the workplace which is recorded (0.044). It can be noticed that the reason behind this may be related to that although empowerment grants employees greater freedom and authority, the weak and statistically insignificant relationship with procrastination at the workplace may be due to a misunderstanding of empowerment as a lack of accountability or a lack of self-discipline among some. it is important that empowerment be accompanied by effective supervision and guidance to limit negative behaviors such as procrastination, as empowerment alone is insufficient if not supported by a culture of commitment and time management training. Hence the first sub-hypothesis of the first main hypothesis states: “There is a significant and inverse correlation between the dimension of empowerment and Procrastination at the workplace at a



significant level of 0.05.” is **rejected**. And the alternative hypothesis which states that “**There is no a significant and inverse correlation between the dimension of empowerment and Procrastination at the workplace at a significant level of 0.05.**” would be **accepted**

The value of the correlation coefficient between others dimension Inspirational leadership are recorded (-0.221**), (-0.521**), (-0.071), respectively at a significant level (0.05). This results indicates that there are significant and inverse correlation between (Strategic orientation, Self-confidence, Change management) and Procrastination at the workplace in the governmental Directorate affiliated with the Soran Independent Administration/ Kurdistan Region-Iraq. Hence the **(second, third and fourth)** sub- hypotheses of the first main hypothesis are **accepted**.

In addition, the reason for the weak inverse correlation relation between change management and workplace procrastination which is (-0.07), may be due to that the impact of change management on reducing procrastination is limited and inconclusive. This may be explained by the fact that change management is insufficient unless it is managed in a way that supports commitment and reduces hesitation and procrastination behaviors. Besides, organizational changes alone are not sufficient to motivate employees to achieve unless they are accompanied by effective communication and genuine participation.



Table (9) Correlation between Inspirational leadership dimensions and Procrastination at the workplace

Procrastination at the workplace [PROCWORK]					
	Standardized Estimate	Estimate	S.E.	C.R.	Sig. (2-tailed)
Inspirational leadership [INSLED]	-0.65	-.888	.083	- 10.728	***
Empowerment [EMP]	0.044	.055	.051	1.092	.275
Strategic orientation [STO]	-0.221	-.285	.056	-5.126	***
Self-confidence [SCO]	-0.521	-.615	.067	-9.122	***
Change management [CHM]	-0.071	-.088	.051	-1.727	.048

**. Correlation is significant at the 0.01 level (2-tailed).

Source: prepared by the researchers from the results of SPSS statistical analysis.

Moreover, it was found that the highest value of the correlation coefficient between Inspirational leadership dimensions and Procrastination at the workplace variable is between Self-confidence dimension and Procrastination at the workplace variable which was (-0.521**) and at a significant level of (0.05). However, the lowest value of the correlation coefficient between Inspirational leadership dimensions and Procrastination at the workplace variable is between Change management dimension and Procrastination at the workplace variable which was (-0.071) and at a significant level of (0.05).

4.4 Testing hypotheses of influence between study variables:

This paragraph is devoted to testing the second main hypothesis which states: "Inspirational leadership has a significant impact on Procrastination



at the workplace at a significant level of 0.05.”. Therefore, the influential relationship between the two main variables was modeled, as Figure (4) shows the results of testing the influential relationship between Inspirational leadership and Procrastination at the workplace.

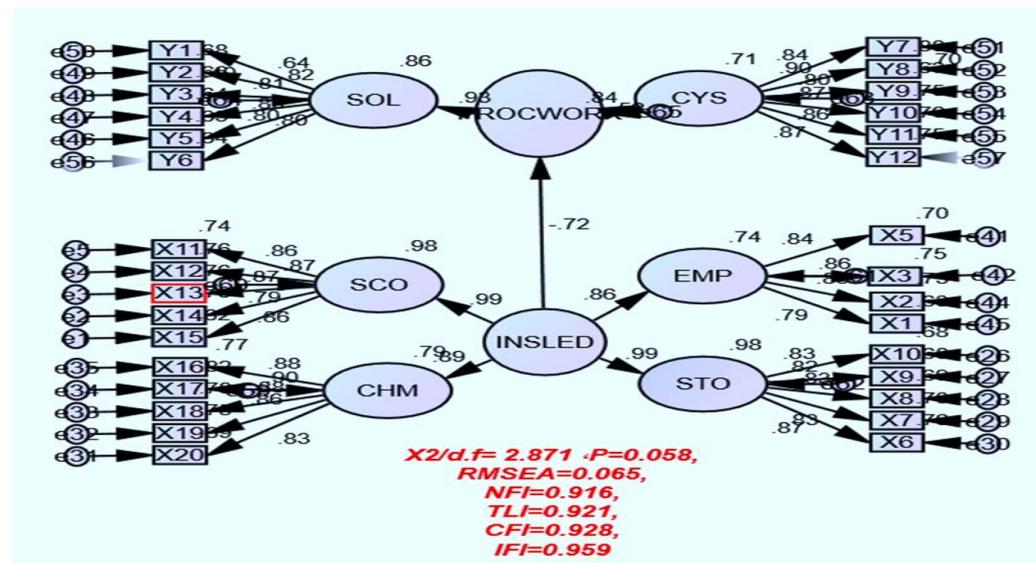


Figure (5) Effect of Inspirational leadership on Procrastination at the workplace at the levels of variables

Source: Prepared by the researcher based on the outputs of the AMOS-26 program.

It is clear from Figure (5) that all the conformity quality indicators are within the acceptable limits, while the impact results are shown in Table (10).



Table (10) Effect of Inspirational leadership on Procrastination at the workplace

Procrastination at the workplace [PROCWORK]						
	R2	Standardized Estimate	Estimate	S.E.	C.R.	Sig. (2-tailed)
Inspirational leadership [INSLED]	0.42	-0.72	-.714	.056	-12.844	***

Source: prepared by the researcher from the results of SPSS statistical analysis.

According to the results of Table (10), it is clear to us that Inspirational leadership affects Procrastination at the workplace by a percentage of (-0.714) and a standard percentage of (-0.72), meaning that every increase of one standard deviation leads to a decrease of (64%). Once matching the achieved significance level (0.000) with the percentage that assumed by the researcher, which is (0.05), it can be said that the achieved significance level is much smaller. As for the value of the interpretation coefficient (R2) from the table (21), it equals (0.42). This means that (41%) of the changes in Procrastination at the workplace are explained by Inspirational leadership, and the remaining percentage of the variance is due to other factors which are not included in the current study. According to these results, the second main hypothesis is accepted, which states that "Inspirational leadership has a significant impact on Procrastination at the workplace at a significant level of 0.05."



5- Conclusions

The purpose of this section is to determine the nature of the correlation and regression that exists between inspirational leadership and procrastination in the workplace. Inspirational leadership is the most appropriate leadership style for contemporary business organizations, as it possesses dimensions and characteristics essential for a leader's success in an era that demands the achievement of permanent organizational prosperity and the speed with which citizens are treated. It has been concluded that there is interest and awareness of the dimensions of inspirational leadership in government departments in the Kurdistan Region of Iraq affiliated with the Soran Independent Administration from the employees' point of view. In addition, the results from describing the dimensions of procrastination in the workplace showed that there is still a kind of procrastination in some directorates and the reason for this may be due to the large number of clients and the lack of motivation to work among employees and due to some economic problems and the financial crisis. The findings indicate that there is a significant and inverse correlation between the variable of inspirational leadership and the variable of procrastination in the workplace in the governmental Directorate inside the Kurdistan Region of Iraq that is linked with the Soran Independent Administration. Additionally, the results of the statistical analysis indicated that inspirational leadership affects procrastination in the workplace, which means that the more the managers in the study focused on inspirational leadership, the more they were able to reduce procrastination in the workplace. The researchers recommend the directorates under study to pay attention to their human resources and implement a balance between life and work. The need for the directorates



under study to focus on spreading the culture of cooperation and teamwork, empowering employees and creating a positive work environment in order to encourage them to gain and benefit from mutual experiences, enhance creative ideas, and expedite the processing of citizens' transactions.

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