

The Effect of Transformational Leadership in Financial Enterprises on the Procrastination Behavior of the New Generation Employees: The Mediating Effect of Job Exuberance and the Moderating Effect of Psychological Capital

Sun Bingyao

International College, Krirk University, Bangkok, Thailand

Abstract: This study aims to explore the impact of transformational leadership on procrastination behavior among new-generation employees in financial enterprises. The study also investigates the mediating role of work vigor and the moderating role of psychological capital in this relationship. Targeting new-generation employees in financial enterprises, the analysis of 591 valid survey responses yields the following conclusions: 1. Transformational leadership style in financial enterprises has a negative impact on procrastination behavior among new-generation employees. 2. Transformational leadership style in financial enterprises has a positive impact on the work vigor of new-generation employees. 3. The work vigor of new-generation employees has a significant negative impact on procrastination behavior. 4. The work vigor of new-generation employees plays a mediating role between transformational leadership and procrastination behavior. 5. The psychological capital of new-generation employees serves as a positive moderator in the relationship between work vigor and procrastination behavior.

Keywords: Transformational Leadership, Procrastination Behavior, Thriving at Work, Psychological Capital

1. Introduction

Employees are the basis for the development of financial enterprises, and are the key elements for financial enterprises to achieve development goals, improve operational capabilities, and occupy a dominant position in the fierce market competition. However, at present, many financial enterprises generally have the problem of low

employee loyalty and high turnover rate, resulting in slack organization, low employee enthusiasm, low work efficiency, and the most serious and hidden delay behavior, which has a negative impact on enterprise management (Yu Jinming and Yang Jingxiao, 2022). The growth power of financial enterprises comes from the vitality of their employees, and with the progress of The Times, a unique group of people has gradually emerged - they have evolved into the backbone of the financial industry, is an indispensable support for the development of enterprises. These people have independent thinking, forward-looking thinking and dare to work hard, they are called the "new generation of employees". This group includes employees born after 1980, who have received some education and have already entered the financial field. However, despite the dynamism of this new generation of employees, they often face a mismatch in their professional roles when they first enter the workplace. They gradually show a lack of patience and lack of ability to work under pressure, and these shortcomings are often accompanied by various degrees of work procrastination. As the market of financial enterprises changes rapidly, a slight mistake will bring huge losses. Therefore, Procrastination by employees may lead to missed opportunities and even huge losses for financial enterprises. Procrastination is a common phenomenon in work and life. It will have a negative impact on individuals' physical health and happiness (Balkis & Duru, 2016). Therefore, the causes of procrastination and its intervention methods have gradually attracted extensive attention from both theoretical and practical circles (Huang et al., 2023). Therefore, this study aims to explore the factors that reduce the procrastination behavior of the new generation of employees in financial enterprises. [1-9]

Previous studies mainly focused on individual factors of employees and explored ways to solve procrastination behaviors, but relatively few studies were conducted on external factors, such as the role of leadership (Zhang Han, 2020). Leaders are important factors in organizations that affect employees' work status and behaviors (Ji Lijuan, 2022). However, the research on alleviating employees' procrastination behavior from the perspective of leaders is still in its infancy. Therefore, this study also explores the mechanism of alleviating employees' procrastination behavior from the perspective of leaders, and provides empirical evidence and suggestions for making up for the current relevant research in the field of alleviating employees' procrastination behavior and how leaders alleviate employees' procrastination behavior in work to improve the competitiveness of financial enterprises and promote the development of financial enterprises. [10-13] Transformational leadership is a leadership style that inspires and stimulates employees' needs at a higher level through vision (Li Chaoping Heshikan, 2005). The relevant research on employees' procrastination behavior is in a blank field, which also provides research opportunities for this study. Therefore, this study starts from the perspective of transformational leadership. To explore how to alleviate the procrastination behavior of the new generation of employees in financial enterprises. In addition, the research of Yang Lu (2021) shows that employees' sense of exuberance at work is an important intermediary factor in alleviating employees' procrastination behavior. Therefore, this study will focus on exploring the impact of exuberance at work on the procrastinating behavior of the new generation of employees in financial enterprises, and this impact will be analyzed through the intermediary mechanism of transformational leadership. In addition, the concept of psychological capital refers to the positive psychological states and core psychological elements presented by individuals in the process of growth and development. As a valuable psychological resource, psychological capital can promote individual growth and performance improvement, and affect individual behavior. Therefore, this study also aims to explore whether by improving the psychological capital of the new generation of employees in financial enterprises and taking psychological

capital as the regulating variable, the positive working state of employees can be effectively improved, thus reducing the procrastination behavior of employees in financial enterprises.

2. Research Purpose

Based on the Chinese context, this paper conducts a questionnaire survey and empirical analysis on the new generation of employees in financial enterprises, and studies the relationship between transformational leadership and employees' procrastination behavior in Chinese enterprises, taking job satisfaction as the intermediary transmission variable as the transmission mechanism. It is expected to help Chinese financial enterprises better adapt to market changes, improve the competitiveness of the industry, and provide reference suggestions for the relevant problems existing in the management of financial enterprises, so as to effectively improve the management level and business efficiency of financial enterprises. The specific research objectives are as follows:

(1) Relevant theoretical analysis was carried out in the research literature. Based on the summary of previous research hypotheses and research methods, the basic hypothesis of the impact of transformational leadership on employees' work procrastination behavior was proposed, a reasonable theoretical model was established, and the basic hypothesis was verified by questionnaire survey.

(2) Through empirical analysis and verification of relevant hypotheses, this paper discusses the relationship among transformational leadership, employee procrastination behavior, job exuberance and psychological capital in Chinese financial enterprises, and verifies the mediating role of transformational leadership in reducing employee procrastination behavior through job exuberance and the important moderating role of psychological capital in financial enterprises. [14-19]

(3) Explain the research conclusions based on relevant theories, and put forward reasonable countermeasures and suggestions. According to the results of empirical analysis and research, practical countermeasures and suggestions and paths are proposed for the management of financial enterprises, so that employees of financial enterprises can maintain active working status and behaviors, and thus improve the competitiveness of financial enterprises.

3. Research Significance

3.1 Theoretical Significance

(1) It enriches the research field of financial enterprise leaders on procrastination behavior. Most previous studies explored procrastination behavior from the perspective of employees' own factors, while few studies explored from external factors, such as leadership (Zhang Han, 2020). For example, studies have found that the antecedents of procrastination include conscientiousness personality, perfectionism, individual internal motivation, task characteristics, job difficulty, workload, etc. (Brownlow & Reasinger, 2000; Ackerman & Gross, 2005; DeArmond et al., 2014; Lee et al., 2006; Pychyl & Flett, 2012). In recent years, more attention has been paid to the impact of the rationality of tasks on employees' procrastination behavior and the factors that cause employees' procrastination behavior, such as the impact of non-compliance tasks on procrastination behavior (Yu Guangyu et al., 2022; Wang & Zong, 2023), improper supervision by leaders (He et al., 2021), leaders are an important factor affecting employees' work status and behavior in organizations (Ji Lijuan, 2022). At present, through the research of leaders' intervention to alleviate employees' procrastination behavior, this research collects data from major websites: Only Guo Qian (2022) explored the mitigation mechanism of humble leadership on employees' procrastination behavior, and Zhang Han (2021) explored the mitigation mechanism of inclusive leadership on employees' procrastination behavior. However, the research on the mitigation of employees' procrastination behavior from the perspective of leaders is still in its infancy. It is of great significance to explore the impact of procrastination on employees from the perspective of leadership (Zhang Zheng and Guo Qian, 2021). In addition, there is still a research gap in the study of financial enterprises, so this paper will focus on the transformational leaders of financial enterprises on employee procrastination behavior and enrich its research content. [20-32]

(2) Enriched the relevant research on the mitigation of procrastination behavior of the new generation of employees in financial enterprises. The research on transformational leaders' procrastination behavior of employees in financial enterprises is conducted in Chinese

and English by searching well-known journals such as CNKI, Top, Google Academic and Baidu Academic, and it is found to be in a blank field of research. Therefore, this study explores the procrastination behavior of transformational leaders, and explores the mediating role of their sense of work vitality, psychological capital and intervention mechanism. In order to explore the research field of the effect of transformational leadership on alleviating employees' procrastination behavior, we will deeply explore its mediation and adjustment mechanism, and provide theoretical basis for subsequent research in this field.

3.2 Practical Significance

(1) With the development of The Times, a new generation of employees has become the main force and backbone of financial enterprises. For employees, procrastination is often related to stress, depression and anxiety (Geng et al., 2021). It will affect the physical health and happiness of individuals (Balkis & Duru, 2016; He et al., 2021), individual performance, and organizational performance (Steel, 2007; Wang & Zong, 2023) and other negative effects. Thus, it can be seen that employees' procrastination behavior also affects their own health and personal performance. Therefore, this study explores the mechanism of alleviating the procrastination behavior of the new generation of employees in financial enterprises, which is of great practical significance to employees themselves. It is of practical significance to reduce employees' procrastination behavior to help employees improve their work enthusiasm, personal performance and organizational performance.

(2) For financial organizations, employees are the foundation for the development of financial enterprises, and are the key elements for financial enterprises to achieve development goals, improve operational capabilities, and occupy a dominant position in the fierce market competition. However, at present, many financial enterprises generally have the problem of low employee loyalty and high turnover rate, resulting in slack organization, low employee enthusiasm, low work efficiency, and the most serious and hidden delay behavior, which has a negative impact on enterprise management (Yu Jinming and Yang Jingxiao, 2022). The market of financial enterprises is changing rapidly, and the slightest mistake will bring huge losses.

Therefore, the delaying behavior of employees may cause financial enterprises to miss opportunities and even incur huge losses. Therefore, this study has important practical significance for both financial enterprises and employees by exploring how to reduce the delaying behavior of employees in financial enterprises and improve the competitiveness of financial enterprises.[33]

4. Research Hypotheses

4.1 The Impact of Transformational Leadership on Employees' Procrastination Behavior

According to the self-determination theory, transformational leaders will genuinely care about their employees, consciously promote the development of employees' skills, point out the direction of development for employees, and express trust in employees, all of which play a great role in enhancing employees' interest in their own work. Transformational leadership can describe challenging but achievable vision for employees, which can increase employees' interest in work; When transformational leaders understand each employee carefully and seriously, they can personalize their care for employees. This personalization is the support for employees' work, and employees will be motivated because they feel valued, which is an internal motivation (Liu Ye, 2017). Oldham and Cummings (1996) showed that if leadership behavior is a supportive behavior for employees' work, it can increase employees' intrinsic motivation for work, thus affecting their creativity. And transformational leadership clearly has this characteristic.

Previous studies on the formation mechanism of procrastination behavior mostly discussed the influence of external motivation on individual procrastination behavior, and paid less attention to the role of individual internal motivation (Teng Fei, 2020). In fact, only by stimulating the internal motivation of a certain behavior can an individual continue to perform such behavior, that is, if an individual has a strong internal motivation, he will continue to do some action, and then reduce the behavior of work delay. Therefore, intrinsic motivation has a certain negative impact on employees' procrastination behavior. In addition, Brownlow and Reasinger (2000) found that when intrinsic motivation is strong, work procrastination

behavior can be significantly reduced. Transformational leadership, a supportive leadership style, can enhance employees' intrinsic motivation and thus reduce their procrastination behavior. Based on the above discussion, this paper proposes the following hypotheses:

Hypothesis 1: Transformational leadership style has a negative impact on employees' procrastination behavior.

4.2 Influence of Transformational Leadership on Job Exuberance

In the work environment, direct leaders are usually the most direct situational influencing factors that employees come into contact with, and their leadership style has a profound impact on employees' work experience and behavior. This leadership style is considered to be the primary source of positive or negative emotional experiences and mental states of employees (Bono & Ilies, 2006). Among them, transformational leadership style is particularly important in this context. It is a leadership style with an emotional component that has a clearly inspiring effect, helping to strengthen employee identification with the organization's vision and goals, thereby inspiring intrinsic motivation. The key elements contained in this leadership style directly or indirectly affect the work vitality of employees. Transformational leadership style emphasizes conveying the leader's vitality to employees through example effect. Employees infected by this vitality tend to have stronger energy and are more likely to achieve outstanding performance goals (Shin & Zhou, 2003). In addition, by providing intellectual stimulation, this leadership style can effectively stimulate employees' creative thinking, while encouraging employees to accept new ideas and methods (Qu et al., 2015), all of which can significantly affect employees' work vitality. In addition, transformational leadership also focuses on personalized care for employees, thereby improving employees' perceived support for the organization and internal motivation level, thereby increasing employees' sense of self-efficacy and making them more engaged and enthusiastic in their work (Mittal & Dhar, 2015).

Transformational leadership style has many influences on learning. First, it can promote learning and thus influence the learning experience of employees (Garcia-Morales et al.,

2012). This leadership style tends to create a proactive learning atmosphere that promotes learning by infecting and guiding employees, which in turn influences employees' commitment to learning and stimulates their pursuit of personal growth. In an uncertain external environment, a clear and exciting organizational vision can provide motivation and direction for employees to learn. In fact, whether employees can commit to and agree with the development direction set by the organization is directly related to their willingness to learn. Secondly, transformational leadership style helps to guide employees to work together for common organizational goals, promote extensive cooperation, and form a learning team, thus enhancing employees' learning motivation (Han et al., 2016). This leadership style contains high creativity expectations, encourages employees to constantly innovate and challenge themselves, including the transmission of new ideas, changes the way of thinking of employees, stimulates them to adopt new methods to solve problems, and thus encourages employees to take the initiative to learn. In addition, transformational leadership is characterized by granting employees greater autonomy and supporting employees to use acquired knowledge and experience to improve themselves (Dvir et al., 2002). Based on the above discussion, this paper proposes the following hypotheses:

Hypothesis 2: Transformational leadership style has a positive impact on employees' sense of job satisfaction.

4.3 The Impact of Job Exuberance on Employees' Procrastination Behavior

The vitality dimension of work exuberance represents the state of individual full of energy and enthusiasm, which belongs to the emotional component (Nix et al., 1999). The learning dimension, which belongs to the cognitive component (Carver, 1998), represents the enhancement of the ability and the growth of self-confidence through the acquisition and use of knowledge and skills. The sense of work prosperity focuses on the growth and development of the individual (Spreitzer et al., 2005). Employees are in a state of energy and energy while constantly acquiring knowledge and skills in the work, which can make employees experience progress and growth. Employees with a strong sense of vitality

have more self-growth and ability development, and always maintain a positive mental state, so they have a more positive attitude and behavior towards work.

Work procrastination refers to the withdrawal behavior of employees who constantly avoid and are unwilling to start the work that must be completed. At the same time, work procrastination is influenced by cognition and emotion (Solomon & Rothblum, 1984), and procrastination itself is accompanied by negative emotions.

Based on the resource primacy and value-added spiral of resource preservation theory, employees' work delay behavior is a stop loss behavior that occurs when individual employees suffer resource loss and cannot make up for it. The sense of work exuberance is a precious resource because it will bring growth and development to individuals. Individual employees can obtain more resources through the resource value-added spiral through the sense of work exuberance to achieve resource value-added. When employees perceive that their work is vigorous, they have a positive emotional state and learning cognition. In this state, employees can gain more autonomy and decision-making power at work. In order to achieve personal work achievements and seek career development, employees' initiative and willingness to work will be greatly increased, so as to avoid personal work procrastination. Therefore, when employees perceive a strong sense of work, employees are full of "energy" and confidence, and strive to make some achievements, then work procrastination will be reduced. It was inferred that a sense of exuberance at work could reduce procrastination. Based on the above discussion, this paper proposes the following hypotheses:

Hypothesis 3: Job exuberance has a significant negative impact on employees' work procrastination behavior.

Based on hypothesis 1 and hypothesis 2 of this study, the following hypothesis is proposed:

Hypothesis 4: Job exuberance plays a mediating role between transformational leadership and employees' work procrastination behavior.

4.4 The Regulating Effect of Psychological Capital

Luthans and Youssef (2007) defined psychological capital as the general and positive core psychological elements of an individual,

including the psychological state that conforms to the positive organizational behavior standards. It is composed of four dimensions: Efficacy, Hope, Optimism and Resiliency. These four dimensions represent the individual's behavior tendency driven by their own efforts and persistence in the face of difficulties, optimistic assessment of the surrounding environment, reasonable expectation of the possibility of success, and intrinsic motivation. At the same time, Luthans et al. (2007) especially emphasized that psychological capital is a high-level core concept, and verified with empirical data that the explanatory power of psychological capital as a high-level construct is greater than the sum of the effects of its constituent factors, and it should be viewed and studied as a whole.

According to the theory of resource conservation, individuals with more resources are better able to withstand the loss of resources and integrate the acquisition of resources, and vice versa (Hobfoll, 1989). The key role of psychological capital is that it can not only bring positive results by strengthening employees' internal motivation, but also effectively adjust the contradiction between work requirements and individual internal motivation, and restrain the process of resource depletion (Xanthopoulou et al., 2007). Therefore, according to the theory of resource conservation, individuals with high psychological capital can bring higher psychological resources to individuals and slow down the depletion of resources. According to hypothesis 3 of this study, job exuberance is a positive resource. [34-37] When employees perceive job exuberance, they have a positive emotional state and learning cognition. Therefore, psychological capital can enhance employees' sense of work exuberance by increasing their psychological resources or restraining their loss of psychological resources, thereby reducing their work procrastination. Based on the above discussion, this paper proposes the following hypotheses:

Hypothesis 5: Psychological capital has a positive moderating effect between job exuberance and procrastination.

5. Research Methods

5.1 Survey Tools

1. Transformational Leadership Scale: This study adopted the transformational leadership

version revised by Li Chauping and Shi Kan (2005), which has four dimensions and 25 items, measured by Likert 5-point score (from 5= completely agree to 1= completely disagree).

2. Scale of employees' procrastination behavior: This study adopts the six-item procrastination scale used by Chun and Choi (2005) in their research on passive procrastinators, including "I choose to procrastinate even though work is very important" and "I still make no progress even though I know how important it is to start work".

3. Psychological capital scale: The Chinese revised version of the Psychological capital questionnaire PCQ-24 compiled by Luthans (2005) was adopted. The questionnaire included four dimensions of self-efficacy, hope, resilience and optimism, with six items in each dimension and a total of 24 items.

4. Scale of work exuberance: This paper uses the two-dimension scale developed by Porath et al. (2012), which includes 10 items, of which 5 items measure vitality and the other 5 items measure learning. Cronbach's Alpha of the overall scale is 0.843.

5.2 Research Objects

The financial industry has a positive effect on social development, and the important factor for the development of financial enterprises is employees. With the passing of time, the financial industry has gradually accepted such a group of special groups -- as the backbone of financial enterprises, they generally have the spirit of independence, avant-garde thinking, and hard work. We define this part of special groups as "new generation employees". That is, employees born between 1980 and 2003 who have received a certain degree of education and have entered the workforce after 1980, 1990 and 2000. How to manage this new generation of employees, improve their work efficiency and reduce work procrastination is of great importance to the development of financial enterprises. Therefore, this study chooses the new generation of employees between the ages of 20 and 40 in the financial industry as the research object, in order to solve the current management problems of financial enterprises.

6. Data Analysis

6.1 Statistical Analysis of Basic Information of Research Objects

The purpose of this study is to explore the

impact of transformational leadership in financial enterprises on the procrastination behavior of the new generation of employees: The mediating effect of work vitality and the moderating effect of psychological capital were issued on October 1, 2023 and collected on November 1, 2023. The questionnaire was issued for 30 days. A total of 650 questionnaires were collected, and 30 were excluded for less than 60 seconds. The remaining 591 valid questionnaires accounted for 90.92%. The information of the respondents of the valid questionnaires is shown in Table 1. In terms of gender, male teachers (accounting for 61.42%) were more than female teachers (38.58%). In this study, the new generation of employees is mainly explored, so the age of employees is mainly between 20 and 30 years old (78.68%). Therefore, the data distribution of this study is consistent with this study. In terms of educational background, most of them are

undergraduates, accounting for 57.70%. Chinese enterprises recruit college students or above, but most companies prefer to recruit employees with bachelor's degrees or above. For this reason, the data distribution in terms of educational background is in line with common sense, and the working years are mainly from 1 to 6 years, accounting for 81.70%. As this study explores the younger generation of employees in financial enterprises, their working years are relatively small, so the data in terms of working years are in line with common sense, and the jobs mainly focus on the proportion of undergraduates (88.16%). The second is the proportion of grass-roots managers (8.80%), and the last is the proportion of middle managers (3.04%). The data is in line with the pyramid distribution of enterprise personnel structure. In summary, the data distribution in this study is in line with common sense.

Table 1. Statistical Analysis Table of Basic Information

name	option	frequency	frequency
sex	man	363	61.42
	woman	228	38.58
age	Age 20 to 25	299	50.59
	Age 26 to 30	166	28.09
	Age 31 to 35	84	14.21
	Age 36 to 40	42	7.11
educational background	junior college	151	25.55
	regular college course	341	57.70
	Graduate student	99	16.75
working life	1 To 3 years	244	41.29
	4 To 6 years	227	38.41
	7 To 9 years	84	14.21
	10 Years and More	36	6.09
job	Grassroots staff	521	88.16
	Grassroots managers	52	8.80
	Middle managers	18	3.04

6.2 Questionnaire Reliability Analysis

In this study, Cronbach's Alpha coefficient

greater than 0.7 was used as the criterion for reliability test, and the reliability analysis is shown in Table 2 below:

Table 2. Reliability Analysis

variable	Number of questions	Cronbach's Alpha
transformational leadership	25	0.974
Employee procrastination	6	0.887
Work exuberant feeling	10	0.928
Psychological capital	24	0.961

6.3 Regression Analysis

This study uses SPSS statistical software and adopts linear regression method to judge the relationship between transformational leadership,

new generation employees' procrastination behavior, psychological capital and job satisfaction. Gender, age, years of work, educational background and position are taken as control variables. The analysis results are

shown in Table 3:

The adjusted R² of model 1 is 0.324, that is, the percentage variation of transformational leadership explanation procrastination behavior is 32.4%, and ANOVA F is significant, indicating that the model is well fitted. Moreover, the regression coefficient of transformational leadership on procrastination behavior $\beta = -0.506 < 0$, and there is a significant $p = 0.000^{***}$ ($p < 0.001$), indicating that transformational leadership has a significant negative impact on work procrastination behavior. Hypothesis 1 is verified. The adjusted R² of model 2 is 0.201, that is, the percentage of variance of transformational leadership interpretation is 20.1%, and the analysis of variance F is significant, indicating that the model is well fitted. Moreover, the regression coefficient $\beta = 0.309 > 0$ of transformational leadership on job satisfaction, and there is a significant $p = 0.000^{***}$ ($p < 0.001$), indicating that transformational leadership has a significant positive impact on job satisfaction. Hypothesis 2 is verified. The adjusted R² of model 3 is 0.226, that is, the percentage of variation in procrastination behavior explained by job exuberance is 22.6%, and ANOVA F is

significant, indicating that the model is well fitted. Moreover, the regression coefficient $\beta = -0.268 > 0$ of job exuberance on procrastination behavior, and there is a significant $p = 0.000^{***}$ ($p < 0.001$), indicating that job exuberance has a significant negative impact on procrastination behavior. Hypothesis 3 is verified.

In addition, the total effect of the independent variable on the dependent variable in model 1 is significant, and changes from 0.506 to -0.470 after the introduction of the intermediary variable in model 4, which means that the effect of the intermediary variable is significant, and a and b are significant, and c' is significant, and a*b and c' are the same sign, which is a partial mediating effect. Meanwhile, 95% BootCI was used to represent the 95% confidence interval obtained by Bootstrap sampling calculation. If the interval did not include 0, it was significant. The effect proportion was calculated again, and the results showed that the 95% confidence interval was -0.071 ~ -0.008, excluding 0. Therefore, the intermediary effect existed, and its effect proportion was 37.068%. Therefore, H4 was supported in this study.

Table 3. The Regression Analysis Table

variable	delay behavior	Work exuberant feeling	delay behavior	delay behavior
Background variables	M1	M2	M3	M4
constant	4.771**	1.923**	4.054***	4.993**
sex	-0.549**	0.103	-0.423	-0.537**
age	0.142**	-0.057	0.082	0.135**
educational background	-0.007	0.046	-0.024	-0.002
working life	0.122**	0.065	0.104	0.129**
job	0.121	1.001		0.994
argument				
transformational leadership	-0.506*** (ensemble)	0.309*** (a)		-0.470** (c')
metavariable				
Work exuberant feeling			-0.268***	-0.116***(b)
a*b Intermediary effect value	-0.036			
a*b(Boot SE)	0.016			
a*b(z value)	-2.304			
a*b(95% Boot CI)	-0.071 ~ -0.008			
Effect ratio	37.068%			
Adjust R ²	0.324	0.206	0.226	0.335
F	57.678***	34.918***	38.021***	50.641***

6.4 Adjustment Inspection

In this study, the adjustment test of psychological capital on transformational

leadership and procrastination behavior is shown in Table 4. In model 3, R² is 0.359, which means that the interaction item between the independent variable job satisfaction and the

regulating variable psychological capital has a 35.9% change explanation scale for procrastination behavior. Therefore, its regression coefficient is 0.323, and $p=0.000$ exists. $p < 0.001$ is significant, so there is a moderating effect. According to the analysis of the slope figure 4.1, when psychological capital gets higher and higher, the influence distance of the sense of work prosperity on the procrastination behavior becomes larger and larger, which means that the influence effect is increasing, the moderating variable is increasing, and the influence effect is increasing. Therefore, the moderating effect is positive. Psychological capital has a positive adjustment in the sense of work vitality and procrastination behavior, so the hypothesis H5 in this study is supported.

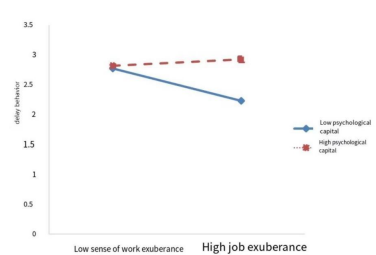


Figure 1 Adjustment Test Fig

7. Research Results

This study aims to explore the impact of transformational leadership on the procrastinating behavior of the new generation of employees in financial enterprises, including the mediating role of job satisfaction and the moderating role of psychological capital. The research results are shown in Table 5 below.

Table 4. Adjustment Test Table

variable	delay behavior		
	Model 1	Model 2	Model 2
Background variables			
constant	-0.423	-0.380	-0.323
sex	0.082	0.087	0.057
age	-0.024	0.006	0.022
educational background	0.104	0.072	0.060
working life	-0.001	0.005	-0.001
Work exuberant feeling	-0.268***	-0.255***	-0.229***
Psychological capital		0.372***	0.334***
Interactive items			0.323***
R 2	0.133	0.240	0.359
Adjust R 2	0.126	0.232	0.351
F	38.021***	30.759***	46.672***

Table 5. Summary of the Study Results

order number	assume	Result (of inspection)
H1	Transformational leadership style has a negative impact on employee procrastination behavior.	Support the hypothesis
H2	Transformational leadership style has a positive impact on employees' strong sense of work.	Support the hypothesis
H3	Strong sense of work has a significant negative impact on employees' procrastination behavior.	Part of the intermediary
H4	A sense of high work plays an intermediary role between transformative leaders and employee procrastination.	Support the hypothesis
H5	Psychological capital has a positive regulation effect between the sense of work and procrastination behavior.	Support the hypothesis

8. Research Recommendations

This study is based on the research on the influence of transformational leadership in financial enterprises on the procrastinating behavior of new generation employees, the mediating role of job satisfaction and the regulating role of psychological capital. The

following are some research suggestions for financial enterprises:

1. Leadership Training and Development: Provide specialized training and development programs for the leadership of financial firms, focusing on the further development of transformational leadership styles. The focus is to train leaders to show a more flexible,

inclusive and motivating leadership style during the period of change, so as to more effectively guide the new generation of employees to actively participate in change and reduce the occurrence of procrastination. Training can include change management skills, effective communication and team motivation methods, and adaptive leadership development. Through such training, leaders can better understand and cope with the challenges brought by change, so that they can be more leadership in the period of change, which helps to create a positive working atmosphere, reduce the procrastination behavior of employees, and promote the successful implementation of organizational change.

2. Pay attention to employees' sense of work exuberance: It is necessary for financial enterprises to pay attention to employees' sense of work exuberance by creating a positive and stimulating working environment, providing development opportunities and establishing an effective recognition system to stimulate employees' enthusiasm and dedication to work. This focus helps reduce the incidence of procrastination because it is easier for employees to remain highly motivated in a positive, motivating work environment. By providing employees with space and recognition, companies can create an atmosphere that inspires their intrinsic motivation, making them more willing to fully engage with their work, increase their productivity, and actively respond to the challenges of change. Such efforts can not only promote the personal growth of employees, but also help companies build more dynamic and high-performing teams, thereby enhancing the competitiveness of the overall organization.

3. Psychological capital Development: Redesign the psychological capital training program to help employees improve their overall psychological capital, including key aspects such as resilience, self-efficacy, optimism and hope. Training programs can cover the following areas: (1) Resilience Building: Providing practical skills and tools to help employees better cope with stress and adversity and build resilience. Through case studies and simulated situations, we emphasize the importance of maintaining a stable mindset amid uncertainty and change. (2) Self-efficacy enhancement: Training content is designed to enhance employees' self-efficacy according to their individual abilities and potentials. This includes setting achievable goals, providing feedback and

constructive evaluation to inspire employees' confidence in their abilities. (3) Optimism cultivation: Guide employees to cultivate positive thinking habits and see opportunities in problems. Motivate employees to maintain a positive attitude and find solutions even in the face of challenges through practical examples and sharing of successful experiences. (4) Fostering hope: Provide tools and resources to help employees set clear goals and visions to enhance positive expectations for the future. Encourage employees to develop personal development plans and provide support mechanisms to ensure they remain motivated and motivated to achieve their goals. Through such psychological capital training program, financial enterprises can help employees develop stronger psychological quality, improve their ability to cope with changes and challenges, and reduce the occurrence of procrastination. This not only helps employees to be more proactive at work, but also enhances the adaptability and innovation of the entire team and organization.

4. Develop intelligent talent management strategies: Based on the findings, financial firms have the opportunity to adapt their talent management and recruitment strategies to more intelligently match recruitment needs and employee traits. In developing these strategies, the response of the new generation of employees to the leadership style and the characteristics of psychological capital should be considered to ensure that the talent recruited is more in line with the needs and culture of the organization. The following are some suggestions: (1) Personalized recruitment strategy: Explore the new generation of employees' individual preferences for leadership style and working environment, and develop personalized recruitment strategies. Through a more accurate recruitment process, we can match the values and expectations of employees and improve the success of recruitment. (2) Consider leadership style matching: In the recruitment process, pay attention to the candidate's adaptability to the leadership style. This can be achieved through interviews, assessments that highlight questions related to leadership style, and simulations of scenarios in which leaders interact with employees. (3) Emphasize psychological capital: Pay attention to the psychological capital of candidates in the recruitment process, including resilience, self-efficacy and other aspects. This can be done

through interviews, assessments, or case studies to get a sense of the candidate's psychological strength in coping with challenges and changes.(4) Provide development and training opportunities: introduce programs to attract and develop talent, including providing personalized development and training opportunities for employees.This helps to stimulate employees' interest in career development and increase employees' loyalty to the organization.

References

- [1] Teng Fei (2020).The influence mechanism of individual organizational matching on work procrastination of new researchers: an integrated model.*Soft Science*, 34 (5), 6-13.
- [2] Li Chaoping, Shi Kan (2005).The structure and measurement of transformational leadership.*Acta Psychologica Sinica*, 37 (6), 803-811.
- [3] Liu Ye (2017).Transformational leadership influences employee creativity: The role of team innovation climate and intrinsic motivation.From: <http://cdmd.cnki.com.cn/article/cdmd-10183-1017158738.htm>
- [4] Yu Jinming, Yang Jingxiao (2022).Research on the challenges and countermeasures of career growth of employees in financial technology enterprises in banks.*Chinese Science and Technology Journal Database (full-text edition) Economic Management*, 6 (11), 3-13.
- [5] Zhang Han (2020).Study on the influence and intervention of subordinates' work procrastination behavior.*Business News*, 226 (36), 197-207.
- [6] Zhang Zheng, Guo Qian (2021).Where does employee procrastination come from?The formation mechanism of employee procrastination.*Chinese Human Resource Development*, 38 (12), 37-52.
- [7] Yang Lu (2021).Research on the influence of superiors' uncivilized behavior on employees' work procrastination behavior: Based on the mediating effect of exuberance and the moderating effect of excess sense of qualification.From: <https://link.cnki.net/doi/10.27412/d.cnki.gxncu.2021.002967doi:10.27412/d.cnki.gxncu.2021.002967>.
- [8] Ji Lijuan (2022).Amplification of "Theater effect" : the influence of self-serving leadership on employee territorial behavior and ways to avoid it.*Leadership Science*, 6 (3), 36-39.
- [9]Ackerman, D. S., & Gross, B. L. (2005). My instructor made me do it: Task characteristics of procrastination. *Journal of Marketing Education*, 27(1), 5-13.
- [10]Balkis, M., & Duru, E. (2016). Procrastination, self-regulation failure, academic life satisfaction, and affective well-being: underregulation or misregulation form. *European Journal of Psychology of Education*, 31(3), 439-459.
- [11]Bono, J. E., & Ilies, R. (2006). Charisma, positive emotions and mood contagion. *The Leadership Quarterly*, 17(4), 317-334.
- [12]Brownlow, S., & Reasinger, R. D. (2000). Putting off until tomorrow what is better done today: Academic procrastination as a function of motivation toward college work. *Journal of Social Behavior and Personality*, 15(5), 15-25.
- [13]Carver, C. S. (1998). Resilience and thriving: Issues, models, and linkages. *Journal of Social Issues*, 54(2), 245-266.
- [14]Chun Chu, A. H., & Choi, J. N. (2005). Rethinking procrastination: Positive effects of " active" procrastination behavior on attitudes and performance. *The Journal of Social Psychology*, 145(3), 245-264.
- [15]DeArmond, S., Matthews, R. A., & Bunk, J. (2014). Workload and procrastination: The roles of psychological detachment and fatigue. *International Journal of Stress Management*, 21(2), 137-142.
- [16]Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45(4), 735-744.
- [17]García-Morales, V. J., Jiménez-Barrionuevo, M. M., & Gutiérrez-Gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040-1050.
- [18]Geng, Y., Gu, J., Wang, J., & Zhang, R. (2021). Smartphone addiction and depression, anxiety: The role of bedtime procrastination and self-control. *Journal of Affective Disorders*, 293(111), 415-421.
- [19]Han, S. H., Seo, G., Yoon, S. W., & Yoon, D. Y. (2016). Transformational leadership

- and knowledge sharing: Mediating roles of employee's empowerment, commitment, and citizenship behaviors. *Journal of Workplace Learning*, 28(3), 130-149.
- [20]He, Q., Wu, M., Wu, W., & Fu, J. (2021). The effect of abusive supervision on employees' work procrastination behavior. *Frontiers in Psychology*, 12(19), 596-704.
- [21]Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-519.
- [22]Huang, Q., Zhang, K., Huang, Y., Bodla, A. A., & Zou, X. (2023). The Interactive Effect of Stressor Appraisals and Personal Traits on Employees' Procrastination Behavior: The Conservation of Resources Perspective. *Psychology Research and Behavior Management*, 21(18), 781-800.
- [23]Lee, D. G., Kelly, K. R., & Edwards, J. K. (2006). A closer look at the relationships among trait procrastination, neuroticism, and conscientiousness. *Personality and Individual Differences*, 40(1), 27-37.
- [24]Luthans, F., & Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of Management*, 33(3), 321-349.
- [25]Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541-572.
- [26]Mittal, S., & Dhar, R. L. (2015). Transformational leadership and employee creativity: mediating role of creative self-efficacy and moderating role of knowledge sharing. *Management Decision*, 53(5), 894-910.
- [27]Nix, G. A., Ryan, R. M., Manly, J. B., & Deci, E. L. (1999). Revitalization through self-regulation: The effects of autonomous and controlled motivation on happiness and vitality. *Journal of Experimental Social Psychology*, 35(3), 266-284.
- [28]Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39(3), 607-634.
- [29]Porath, C., Spreitzer, G., Gibson, C., & Garnett, F. G. (2012). Thriving at work: Toward its measurement, construct validation, and theoretical refinement. *Journal of Organizational Behavior*, 33(2), 250-275.
- [30]Pychyl, T. A., & Flett, G. L. (2012). Procrastination and self-regulatory failure: an introduction to the special issue. *Journal of Rational-Emotive & Cognitive-Behavior Therapy*, 30(4), 203-212.
- [31]Qu, R., Janssen, O., & Shi, K. (2015). Transformational leadership and follower creativity: The mediating role of follower relational identification and the moderating role of leader creativity expectations. *The Leadership Quarterly*, 26(2), 286-299.
- [32]Shin, S. J., & Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of Management Journal*, 46(6), 703-714.
- [33]Solomon, L. J., & Rothblum, E. D. (1984). Academic procrastination: Frequency and cognitive-behavioral correlates. *Journal of Counseling Psychology*, 31(4), 503-510.
- [34]Spreitzer, G., Sutcliffe, K., Dutton, J., Sonenshein, S., & Grant, A. M. (2005). A socially embedded model of thriving at work. *Organization science*, 16(5), 537-549.
- [35]Steel, P. (2007). The nature of procrastination: a meta-analytic and theoretical review of quintessential self-regulatory failure. *Psychological Bulletin*, 133(1), 65-94.
- [36]Wang, H., & Zong, G. (2023). Relationship between employees' perceived illegitimate tasks and their work procrastination behavior: Role of negative emotions and paternalistic dimensions. *Heliyon*, 9(4), 13-15.
- [37]Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14(2), 121-132.