

# The Effect of Social Loafing Perception to Workers' Feelings of Burnout in Organisations\*

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## Abstract

The aim of this study is to determine social loafing perceptions of employees in the same organisational climate related to co-workers and is to determine its effects on employees' feeling of burnout. Relying on this goal, data has been obtained by face-to-face survey method from 108 employees who work in a public institution in Zonguldak Province. The results of surveys measuring the burnout by social loafing behaviour perception have been evaluated by SPSS program and the data obtained has been analysed via correlation, simple linear regression, Mann-Whitney U

and Kruskal-Wallis H methods. As a result of the analysis, a positive and significant relationship has been determined between burnout and social loafing perception, and it has been determined that a one-unit increase in social loafing behaviour that employees perceive caused an increase of 0.379-unit on burnout feeling.

**Keywords:** *Social Loafing Behaviour, Burnout, Work Psychology*

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## Introduction

The developing organisational model and organisation management approach enable businesses to be managed more actively and efficiently, creating an effective competitive power with the performance provided in the era of modern management, where competition is intense. This, of course, includes private sector enterprises. Today, public institutions have not yet been able to adapt to performance and many continue to be governed by classical management. Public institutions continue to be managed as a mechanical structure with phenomena such as dominant vertical hierarchy, autocratic leader model, non-performance concept, non-ergonomic work environment, and proximal organisational climate perception. In such institutions that use state resources, the person who performs the job is no longer important since, naturally, there is no performance anxiety and attention is paid to the completion of the job. A problem that arises in line with groupings in these organisational structures, where more work groups are formed, is social loafing behaviour. Normally, when employees cooperate to conduct a strategy regarding the business, organisational performance is achieved (Desai and Srivastava 2017). However, it is observed within this cooperation process that several employees, while in a group, deliberately display a performance lower than the individual work performance, which is called social loafing as a behaviour. This concept, also known as the Ringelmann effect, is a behaviour performed by the employee based on his or her perceptions after being part of a group. Social loafing occurs when workers realise that their efforts are not appreciated and cared for within the organization, when they notice the loafing behaviour of other workers within the group and/or when, even if loafing occurs, it is covered by the other workers since the whole group bears the responsibility. Although organisational managers may not notice that worker(s) tend(s) towards social loafing, the co-workers notice this within a short time.

Some of the employees who become aware of this situation prefer to remain silent and some of them create reactionary attitudes to employees during the loafing behaviour. In both cases, however, it is stipulated that employees, who notice social loafing of their colleagues, tend to experience burnout. However, although there are not many studies in the literature on social loafing behaviour, the studies conducted indicate that the independent variable is shaped by using the task visibility and the dependent variable is shaped by using the social loafing behaviour. At this point, the most important characteristic of the study distinguishing it from other research studies in the literature is that it focuses on the social loafing perception and examines its relationship with the burnout of the workers. Therefore, the research is important in terms of revealing the social loafing behaviour not noticed by the managers, but perceived by the workers and the extent to which it results in burnout of the worker.

The purpose of this study is to identify the social loafing perceptions of employees about their colleagues and to determine whether these perceptions affect their burnout emotions. Depending on this purpose, a survey of 108 people working in public institutions was conducted. Altunışık et al. (2012) also noted that the sample size lower than 30 and greater than 500 is sufficient for many research studies. In the research, those working actively in Turkey were selected based on the sampling method. The data obtained from the study were analysed by reliability, correlation, simple linear regression, Mann-Whitney U and Kruskal-Wallis H methods. As a result of these analyses, the social loafing perception has been introduced to the literature as a new organisational factor affecting burnout.

There are important deficiencies in terms of organisational structure, organisation managements and organisation performances in Turkey due to being

among the developing countries. The fact that bureaucratic management approach is still actively adopted in particular is the fundamental reason for the problems that persist in public organisations. As auditability and performance measurement are not carried out within this approach, social loafing behaviour is inevitable within the working groups. Especially, considering the fact that there are 2,430,101 public employees in Turkey, the importance of this organisational behaviour increases further. This similarly applies to developing countries, among which, however, India has a special importance with the title of the world's fastest growing country. Having a much larger population compared to Turkey and more people employed in consideration as well as the organisation size, it creates a perception that the social loafing behaviour may be more common. Therefore, the designed research is applicable in India with the selection of appropriate sample or to the employees in other developing countries. As a result of the research carried out in Turkey, a significant relationship was determined between the social loafing perception and burnout and it was found that a 1-unit increase in the perceived social loafing behaviour caused a 0.379 unit increase in the employees' sense of burnout. Even if the designed study is applied in a different country or employees with different cultural structure, it is expected to achieve results that support the results achieved in this research. This is because when an individual carries out social loafing in a workgroup, other employees' workload increases and after a while, the individuals realise who has carried out social loafing. Accordingly, they expect the organisation to intervene; however, if this intervention does not take place, this triggers conflicts among individuals, which is stipulated to increase burnout in employees. Therefore, the results of the research are also generalizable for public employees in developing countries where a bureaucratic approach is dominant.

## Social Loafing Behaviour

Social loafing has been one of the most talked-about concepts of organisational behaviour and work psychology in recent times. In 1883, Max Ringelmann from France introduced the concept of "loafing" into the scientific literature with his experiment. Ringelmann, an agricultural engineer, used a rope-pulling experiment at Grandjouan Agriculture College with 20 participants, measuring the rope pulling forces of the persons as individuals and in groups with the dynamometer tied to the end of the rope and determined that the pulling force per person drops as the number of people in the group increases (Kravitz and Martin 1986).

Latané Williams, and Harkins (1979), who suggest that Ringelmann's equipment and procedures used in the rope pull test are more cumbersome and inefficient compared to theirs and that it is disadvantageous, carried out the experiment called "Clap Your Hands and Shout Out Loud" themed clapping and shouting out loud. In the experiment that included 6 groups from Ohio State University undergraduate department of psychology, the subjects were placed in a soundproof laboratory with 1-meter distance and were asked to clap their hands and make as much noise as possible for 5 seconds. The experiment resulted with an individual sound level of 84 dB while a group sound level of 91 dB was measured. The noise generated by more subjects was higher than individual noise. However, as a result of detailed studies, it was found that the increase in noise level was not realised in proportion to the number of people; the individual sound intensity was 3.7 dyn/cm<sup>2</sup>, 2.6 dyn / cm<sup>2</sup> in double group, 1.8 dyn/cm<sup>2</sup> in a quadruple group and 1.5 dyn/cm<sup>2</sup> in a group of six. Latané and his colleagues have thus proved as a result of this scientific experiment that as the number of people in the group increases, the noise intensity of each of the subjects decreases as well as their personal efforts. In this study, which uses the term "social loafing" for the first

time, it is defined as a “social illness” (Ilgin 2013, 41).

Social loafing is based on deindividuation and occurs while working as a group instead of working alone. The definition of social loafing, used mostly in the literature, was created by Latané, Williams, and Harkins (1979). According to this definition, social loafing “is the tendency of the individual to decrease his/her effort compared to the other individuals doing the same duty. In the study by Karau and Williams (1993), it is stated that not only effort but also motivation decrease in social loafing. Latané, Williams, and Harkins (1979) noted that one of the most important problems in social loafing behaviour is the inability of individual efforts to be identified and as a result, it is possible to be “lost in the crowd”. Alnuaimi, Robert, and Maruping (2009) reported that these behaviours of individuals within the group were associated with lack of coordination and control. Social loafing by team members can reduce the input of other team members, or vice versa, i.e. reinforcing the efforts to complete the members with social loafing (Karau and Williams 1993; Schippers 2014). Kantan (2014) expressed the cause of social loafing behaviour as “increasing the number of group members in the organisation, sharing responsibilities and tasks among more workers, thereby some members of the group reducing individual efforts with the belief that their individual contributions would not be noticed”. In the long run, individual performances may decrease due to the damage to the organisation climate (Sünnetçioğlu, Korkmaz, and Koyuncu 2014). Altuntaş, Özalp, and Deniz (2015) also pointed out that social loafing, defined as social catastrophe in terms of organisations, jeopardizes the existence of the society as well as reducing productivity and profitability.

According to the theory of social influence, which focuses on group relations, “when a person becomes the target of social forces from other people, the level of social oppression on the target person varies

depending on the number, proximity and power multiplication of the other personnel. However, if a person becomes a target of social forces from outside the group, the effect of these forces will be inversely proportional to the number, proximity, and power of the group members” (Latané, Williams, and Harkins 1979,823). The relationship between this theory, in which group cohesion stand out, and social loafing behaviour has been investigated and it has been pointed out that the reason for increasing the tendency of social loafing is the decrease in the duty level of each group member as the group size increases (Karau and Williams 1993). However, it is stated that other group members need to increase their workload as a result of unfinished work by socially-loafing members due to their increasing tendency of social loafing (Karau and Williams 1993; Schippers 2014). In line with the theory of social influence, Earley (1989) reported that collectivism reduces social loafing behaviour in organisations; social loafing occurs less compared to individualism in the case of high collectivism, and working in a group results in higher performance than individual performance. However, Latané, Williams, and Harkins (1979) stated that as grouping increases, social loafing behaviour also increases, and this has a negative effect on team performance. This overlaps with the social exchange theory. Although Webb (1997) argues that “loafing is an involuntary behaviour and arises as a result of feeling inadequate in fulfilling the tasks given or deeming oneself talentless” (Kesen 2015, 6532), according to social exchange theory “within the shaped intra-group relations, the worker who thinks that his/her colleagues are loafing tends to respond to this in the same manner” (Şeşen and Kahraman 2014, 44). The reason behind this is the development of organisational injustice perception in employees. As the organisational injustice perception increases, the communication between the employees deteriorates (Yadav and Yadav 2016), “because of employees maintaining good behaviour, attitude and

interpersonal relationships as much as their productivity” (Rai 2017, 96). Therefore, social loafing is not the problem of a single individual, but a complex problem that may affect the entire organisation.

## Organisational Burnout

Burnout, which is one of the most studied subjects in the field of work psychology, is a concept that is frequently studied today and will be studied even more in the future, in line with the increasing competition with excessive work load and the deferred workplace friendship. This concept was first published in 1974 as “Staff Burn-out” by psychiatrist Herbert Freudenberger in a scientific article. Following the deep interest towards his study, Freudenberger (1975) published his second article titled “The Staff Burnout Syndrome in Alternative Institutions”. In 1976, Maslach, a social psychologist who had been studying emotions in the work environment, published an article titled “Burned-out”, which contributed significantly to the concept of burnout that Freudenberger had started to examine (Maslach, 1976). Although there are texts in the literature in that these two writers used the concept of burnout for the first time, the concept of burnout was first explored in the book “A Burnt-out Case” written in 1960 and published in 1961 by English story and novel writer Graham Greene (1961). In this study, the concept of burnout is described in this novel as extreme tiredness, loss of idealism and hatred towards the job (Maslach, Schaufeli, and Leiter 2001, 398). When Greene expressed burnout in this work in 1961, he introduced emotional exhaustion as the first dimension to the burnout literature. With the phrase “one's hatred towards his work”, he also defines the cynic state of the individual who has more continuity commitment and who is living the last stage of his exhaustion.

Freudenberger (1974), the first person to address the burnout in an organisational manner, defines burnout

as “depletion in the intrinsic sources of the individual due to loss of power and energy as a result of being unsuccessful, frayed and overloaded or unfulfilled demands”, while Maslach and Jackson (1981) defines it as “a syndrome of emotional depletion and cynicism observed in people with continuous relationships with the people, which arises due to the increase in the sense of emotional exhaustion where emotional resources get exhausted.” When these two definitions are compared, it is observed that both authors approach burnout in an emotional form. However, Maslach and Jackson have studied burnout in three dimensions, unlike Freudenberger, by introducing two new dimensions. These are emotional exhaustion, depersonalisation and reduced personal accomplishment.

**Emotional exhaustion** is the individual's inability to fulfil his demands in the emotional context. These individuals dominantly feel that their emotional resources are exhausted and the energy they feel has diminished (Nagar, 2012). For emotionally exhausted individuals, fatigue, somatic symptoms, nervousness, risky behaviours, depression and excessive alcohol consumption are the most frequent occurrences (İkiz, 2010). An emotionally exhausted worker is spiritually distant from the enterprise and relevant job despite physically being in the workplace. At this stage, the individual experiences exhaustion entirely intrinsically. Therefore, this phase of the burnout may also be called the starting phase. At the same time, however, it is the most efficient burnout phase, in which an organisational worker can be intervened and full adaptation for the organisation can be achieved.

**Depersonalisation** is the inhumane perception of the receivers characterised with an insensitive, negative and independent attitude (Salonva, Agut, and Peiro 2005). In other words, it is the behaviour of an employee as an “object”, free of human reactions to persons or clients whom s/he has to communicate

inside and/or outside the organisation. The concept of “feeling” is completely eliminated in the behaviour of the employee who experiences burnout at this stage. The individual performs the duties assigned to him; however, he does not make use of his emotions while performing these duties and therefore, he does not use gestures and mimics while communicating. The quality of work done for a depersonalised employee does not matter. The worker seeks the shortest solution in mind and maintains his physical commitment to the workplace until it ends. The perceptions of third parties apart from the individual and the emotional expectations in the communication are not important to the worker who becomes depersonalised. Some authors such as Akbolat and Işık (2008) have correlated this situation with cynicism. However, those who are depersonalised do not feel anger towards their organisations, unlike cynicism. On the contrary, they have no emotional commitment to their organisation. The depersonalisation is an individual somehow being neutral to all circles.

**Reduced personal accomplishment** causes the individual to experience the emotion of not being loved by anyone. He also feels inadequate in dealing with his colleagues at work (Schaufeli and Greenglass 2001). This emotion is mostly the result of breaking and ridiculing attitudes towards the individual. If the individual does not think that he is successful and competent in his work while evaluating his performance over a long period of time, rather than instantly, it means that he is experiencing the last phase of this burnout dimension. Burnout creates a new personality for the employee; he is distanced towards entrepreneurship, lacking self-confidence, escapes responsibility and adapts to low performance.

In addition to the burnout dimensions developed by Maslach and Jackson (1981), three dimensions developed by Kristensen et al. (2005) have been described in the literature. These dimensions are

personal, job-related and customer-related burnout. **Personal burnout** occurs not only psychologically but also physically, which arises directly in relation to the individual himself. This dimension is identified with Maslach and Jackson's dimensions of emotional burnout. The second dimension of burnout, developed by Kristensen et al., is **job-related burnout**. This dimension defines the psychological and physical exhaustion developed due to the work of the employee. Maslach and Jackson explain this in the dimension of low personal accomplishment. Psychological and physical fatigue, which is felt due to the job, causes the sense of inadequacy and incompatibility in the worker. The final burnout dimension developed by Kristensen et al. is **customer-related burnout**. In this dimension, the person experiences an emotional and physical exhaustion due to his interaction with third parties he serves. This dimension, as described by Kristensen et al., resembles that of Maslach and Jackson, even if it does not overlap with the dimension of depersonalisation. Maslach and Jackson mentioned third parties in the dimension of depersonalisation; however, they also stated that the worker, unlike the customer-related burnout dimension that Kristensen and others created, shifts towards a different attitude.

Factors that can cause burnout for an individual within the organisation are examined under two titles, individual and organisational. Sürgevil (2006) described **individual factors** as “demographic factors, having type A personality, being external control oriented, being distant from self-sufficiency, empathy ability and emotional control and expectation level”. Low psychological capital, which is one of the current topics of organisational behaviour, is also included in the literature as an individual factor that causes burnout. **Organisational factors** that may lead to burnout include disrupted communication within the organisation, state of conflict, role ambiguity, work overload, glass ceiling effect, promotion barrier,

leadership style, mobbing, reverse mobbing, cultural diversity, occupational security as a problem, organisational change, decisions of downsizing and growing, ergonomics impairment, hierarchical position error, problem of identification with the organisation, low wage, lack of colleagues, intense intra-organisational cynicism, deteriorated organisational atmosphere, problem of maintaining organisational continuity, being kept silent and psychological burden of the job (Serinkan and Bardakçı

2009). In addition to these organisational factors, work stress was accepted as the first triggering factor in the period when burnout is examined for the first time. Maslach, Schaufeli, and Leiter (2001) also stated that burnout stems from long-term work stress. Manzano-García and Ayala-Calvo (2013) have also developed a multi-causal integrated model for the burnout syndrome in the workplace in their study conducted (see Figure 1).

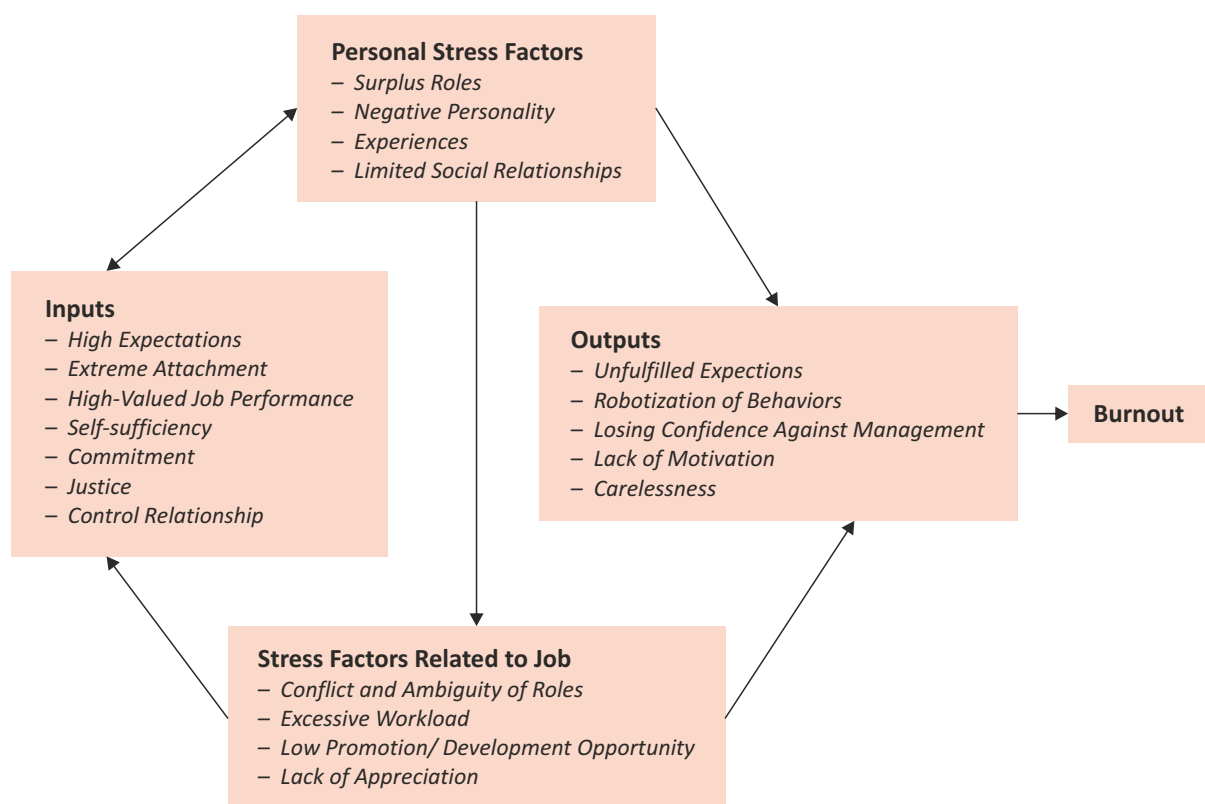


Figure 1: Multi-Causal Integrated Model: Burnout Syndrome in the Workplace

Source: Manzano-García, Guadalupe, and Juan-Carlos Ayala-Calvo. 2013. "New Perspectives: Towards an Integration of The Concept "Burnout" and Its Explanatory Models." *Anales de Psicología* 29, 800-809.

Regardless of organisational size, the symptoms of burnout syndrome, which is one of the problems of our modern age, are examined in three main categories. These are physical symptoms, behavioural symptoms, and psychological symptoms. Physical symptoms that the worker and his/her environment can easily identify are untreated fatigue (chronic

fatigue), sudden weight loss, tension-heart problems, stomach diseases and persistent headaches. Behavioural symptoms that occur with the worker behaviour are getting angry at each occasion, reluctance to go to work in the mornings, overreaction to the actions in the environment, and feeling worthless and unsuccessful. Psychological symptoms

are the most difficult symptoms to determine when they are workplace burnout-related. Psychological symptoms that become apparent in the worker are increased family disturbance, lack of sleep at night, panic, depressive personality, need for medication such as anti-depressants, anxiety about the environment, nervousness and impaired concentration.

### **Research Methodology**

Factors such as high competition and cost of workforce make the sustainability of modern enterprises difficult. Therefore, organisational behaviour research studies in particular focus on the optimal performance of the workforce. However, there are many factors that may negatively affect the employee performance, one of which is burnout (Gorji 2011). Burnout that has become chronic for organisation employees has many devastating effects at the individual and organisational levels. Consequently, it is necessary to examine various attitudes and behaviours that trigger burnout. Social loafing behaviour is an organisational behaviour that may affect burnout. Minimising this behaviour, which harms the organisation, is quite important for employee behaviour and organisational atmosphere. Therefore, it is important to examine the behaviours in that regard. Luo, Qu, and Marnburg (2013) carried out a research in Chinese Hotel Industry on employees of different departments in 34 hotels, which concluded that the intention to leave is a fundamental driving force in terms of social loafing behaviour in employees. Akgündüz and Eryılmaz (2019) determined as a result of research applied on 222 employees working in restaurants in the tourism sector that job insecurity significantly affects social loafing behaviour. Pabico et al. (2008) found as a result of research applied to 237 students studying software engineering that fair task distribution and internal connection to tasks decreased social loafing behaviour. In their research on Chinese and Western culture, Clark and Baker (2011) evaluated these two cultures in terms of

groupwork, and as a result of the research, they noted that social loafing behaviour of the individuals of these two cultures is consistent. As a result of their research applied to 80 individuals working in the same organisation, Naicker and Parumasur (2018) determined that social loafing behaviour increased based on the perception of other employees towards social loafing behaviour, the visibility of the contribution in the research, task structure, group size, individual outputs and rewards. As observed, there are several research studies on social loafing in the literature; however, the literature review has yielded no studies in which the social loafing perception and burnout has been examined. Therefore, this research is considered significant in terms of contributing to the literature.

### **Purpose of the Research**

This research was carried out on the employees of a public institution in the province of Zonguldak. The purpose of the research was to identify the social loafing perceptions of individuals towards their colleagues working in the same organisation and to determine whether these perceptions have an effect on their sense of burnout. The reason for preference of a public institution in the implementation of the research is that public institutions are distant from the individual performance measurement and therefore, have adequate grounds for social loafing behaviour and also have sufficient data providers within the same organisational climate.

### **Population and Sample of the Research**

Criteria sampling method among the non-probable objective sampling methods was used in the research. The research population constitutes individuals working in Turkey. The sample of the research is the workers who participated in the research in a public institution in Zonguldak. The number of surveys obtained from the research is 119. Among these, 11 surveys, which were not suitable for the research,

were excluded and the sample volume of the research was determined as 108.

### Data Collection Method of the Research

The data to be used in the research were obtained from the data providers as a result of applying the face-to-face survey method. The survey used in the research consists of five scales, being social loafing behaviour, task visibility, burnout, stress and intention to leave. For social loafing scale, the scale developed

by George (1992) and adapted to Turkish by Ülke (2006) were used. Also, Maslach Burnout Inventory developed by Maslach and Jackson (1981) was used to measure the burnout of the workers.

### Research Model and Hypotheses

The model used in the research is the scanning model. The independent variable of the research is the social loafing perception, and the dependent variable is the sense of burnout.

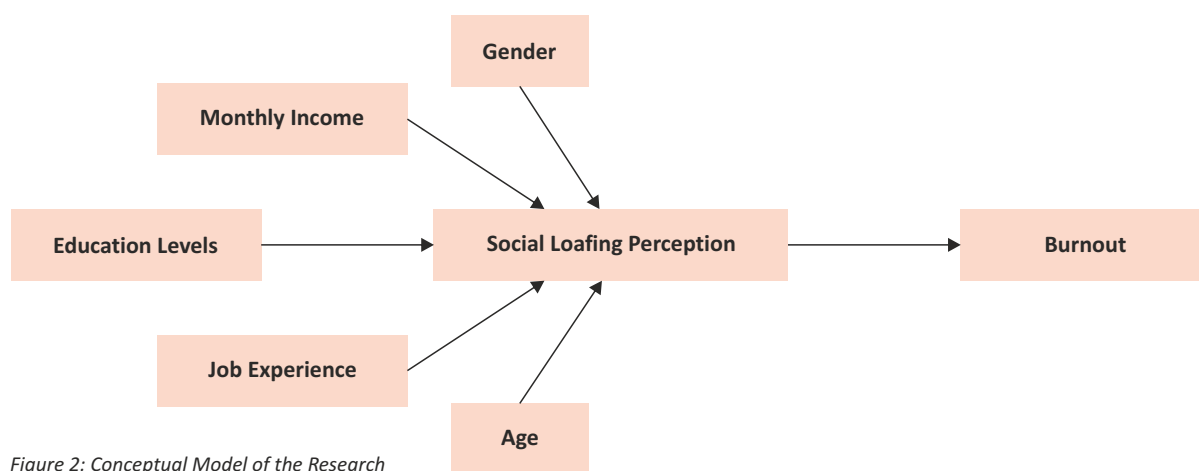


Figure 2: Conceptual Model of the Research

### Hypotheses of the Research

**H<sub>1a</sub>:** There is a significant relationship between the social loafing perception and sense of burnout.

**H<sub>1b</sub>:** The sense of burnout increases as the social loafing perception increases.

**H<sub>1c</sub>:** Social loafing perception significantly varies based on gender.

**H<sub>1d</sub>:** Social loafing perception significantly varies based on monthly income.

**H<sub>1e</sub>:** Social loafing perception significantly varies based on education level.

**H<sub>1f</sub>:** Social loafing perception significantly varies based on job experience.

**H<sub>1g</sub>:** Social loafing perception significantly varies based on the worker's age.

### Data Analysis Methods

SPSS 20.0 (Statistical Package for Social Sciences) software was used for statistical analysis of the findings obtained through the research. A reliability analysis has been conducted to determine the reliability of the research data. Correlation analysis was used to determine the direction and strength of the relationship between variables; simple regression analysis was used to examine the relationship between variables; Kruskal-Wallis H Test and Mann-Whitney U<sup>1</sup> test was used to determine the differences.

<sup>1</sup> The data obtained from the study were subjected to the normality test in the SPSS program and the distributions were found to be abnormal, therefore nonparametric analysis techniques were used in the research.

## Results and Discussion

The examination of Table 1 in which demographic information obtained from the survey is included shows that 57.4% of the sample are male, 42.6% are female and that the gender distribution within the sample is balanced. The examination of the distribution of the sample revealed that 32.4% is in the age range of 21-30 years and 20.6% is in the age range of 51-60 years. According to this, it is understood that there is a proportion of age in the sample. When the education levels of the participants in the survey were examined, it was observed that the undergraduate individuals formed the highest population with 74.1%. The examination of the monthly income revealed that those who have a monthly income between TRY 2000 - TRY 3000 were in majority with 60.2%. It was also found that there was no significant difference between the income levels. The final demographic evaluation is work experience. Accordingly, 69.4% of the sample had 2 years or more of work experience and 100% had 1 or more years of work experience. The fact that a large majority of the sample was experienced in their job means that workers know each other, have adequate perceptions about the work done, and are aware of both other workers and managers.

**Table 1: Descriptive Statistics**

	<i>Percentage</i>	<i>Frequency</i>
<b>Gender</b>		
<i>Male</i>	57.4 %	62
<i>Female</i>	42.6 %	46
<b>Age</b>		
<i>21-30</i>	32.4 %	35
<i>31-40</i>	15.7 %	17
<i>41-50</i>	18.5 %	20
<i>51-60</i>	30.6 %	33
<i>Older than 60</i>	2.8 %	3

<b>Education Status</b>		
<i>High School</i>	11.1 %	12
<i>Associate</i>	9.3 %	10
<i>Undergraduate</i>	74.1 %	80
<i>Post-graduate</i>	5.6 %	6
<b>Monthly Income Level</b>		
<i>Between TRY 1000 - 2000</i>	2.8 %	3
<i>Between TRY 2000 - 3000</i>	60.2 %	65
<i>Between TRY 3000 - 4000</i>	34.3 %	37
<i>Between TRY 4000 - 5000</i>	0.9 %	1
<i>TRY 5000 or more</i>	1.9 %	2
<b>Work Experience</b>		
<i>Between 1-2 years</i>	30.6 %	33
<i>Between 2-3 years</i>	3.7 %	4
<i>Between 3-4 years</i>	1.9 %	2
<i>4 years and above</i>	63.9 %	69

**Table 2: Reliability Analysis**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
0.916	23

Table 2 contains the alpha coefficient (Cronbach's Alpha) used to test the reliability of the scales. As a result of the reliability analysis performed, the obtained alpha coefficient is 0.916. This value of over 0.800 indicates that the scale has high internal consistency.

**Table 3: Correlation Analysis**

		<i>Burnout</i>
<i>Social Loafing Perception</i>	<i>Pearson Correlation</i>	0.510
	<i>Sig. (2-tailed)</i>	0.000

Table 3 shows the correlation table between the dependent variable and the independent variable. According to this table, there is positive, moderate level significant relationship ( $r=0,510$ ) between the social loafing perceptions and the sense of burnout of the workers towards their colleagues.

**Table 4: Regression - ANOVA**

		Sum of Squares	Mean Square	F	Sig.
<i>Burnout</i>	Regression	1610.155	1610.155		
	Residual	4572.762	43.139	37.325	0.000
	Total	6182.917			

Table 4 exhibits the simple linear regression analysis oriented to the relationship between the social loafing perception of the workers and their sense of burnout. According to the result of the regression analysis performed, it has been found that the regression model to be established indicates statistical significance, since the statistical significance value is lower than 0.05.

**Table 5: Regression - Model Summary**

	$\beta$	t	Sig.	$r^2$	Adjusted $r^2$
<i>Constan Constant</i>	15.569	7.118	0.000	0.260	0.253
<i>Social Loafing Perception</i>	0.379	6.109	0.000		

Table 5 shows the simple linear regression model established in line with the research. According to this table, 25.3% of the change in workers' sense of burnout is explained by social loafing behaviour perceived by their colleagues. There is a positive effect between burnout and social loafing in the table. Therefore, the values that the sense of burnout of employees can take in the perspective of social loafing can be formulated as follows;

$$\text{“Burnout} = 15.569 + (0.379 \times \text{Social Loafing Perception)”}$$

**Table 6: Mann-Whitney U Test Oriented to H1c Hypothesis**

	Gender	N	Mean	Sum of Ranks	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
<i>Social Loafing Perception</i>	<b>Male</b>	62	58.95	3655.00	1150.000	2231.000	-1.716	0.086
	<b>Female</b>	46	48.50	2231.00				

Upon examining the social loafing perception in Table 6, it is observed that the value in the Asymp. Sig. (Significance) line is 0.086. Since such significance values are greater than 0.05, it has been determined that the social loafing perceptions of workers do not vary significantly based on their genders.

**Table 7: Krusal-Wallis H Test Oriented to H<sub>1d</sub> Hypotheses**

	Monthly Income	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<b>Social Loafing Perception</b>	Between TRY 1000 - 2000	3	50.00	1.078	4	0.898
	Between TRY 2000 - 3000	65	53.82			
	Between TRY 3000 - 4000	37	55.09			
	Between TRY 4000 - 5000	1	47.50			
	TRY 5000 or more	2	75.75			

Table 7 examines the relation between the income level and social loafing perception. The table exhibits that the value in Asymp Sig. (Significance) line is higher than 0.05. According to these results, it has been determined that the social loafing perceptions of workers do not vary significantly based on their monthly income.

**Table 8: Krusal-Wallis H Test Oriented to H<sub>1e</sub> Hypotheses**

	Education Level	N	Mean Rank	Chi-Square	Df	Asymp. Sig.
<b>Social Loafing Perception</b>	High School	12	60.13	3.833	3	0.280
	Associate	10	51.75			
	Undergraduate	80	52.34			
	Post-graduate	6	76.58			

Table 8 examines the relation between the education level and social loafing perception. The results in the table indicate that the value in Asymp Sig. (Significance) line is higher than 0.05. According to these results, it has been determined that the social loafing perceptions of workers do not vary significantly based on their education levels.

**Table 9: Krusal-Wallis H Test Oriented to H<sub>1f</sub> Hypotheses**

	Job Experience	N	Mean Rank	Chi-Square	Df	Asymp. Sig.
<b>Social Loafing Perception</b>	Between 1-2 years	33	50.27	3.279	3	0.351
	Between 2-3 years	4	78.00			
	Between 3-4 years	2	41.50			
	4 years and above	69	55.54			

Table 9 analyses the relation between the social loafing perception and job experience of workers. The results in the table indicate that the value in Asymp Sig. (Significance) line is higher than 0.05. According to these results, it has been determined that the social loafing perceptions of workers do not vary significantly based on job experience periods.

**Table 10: Krusal-Wallis H Test Oriented to  $H_{1g}$  Hypotheses**

	Age	N	Mean Rank	Chi-Square	Df	Asymp.
<b>Social Loafing Perception</b>	21-30	35	50.47	8.992	3	0.061
	31-40	17	67.09			
	41-50	20	41.93			
	51-60	33	57.52			
	Older than 60	3	80.83			

Table 10 examines the relation between the ages and social loafing perceptions of the workers. The results in the table indicate that the value in Significance line is higher than 0.05. According to these results, it has been determined that the social loafing perceptions of workers do not vary significantly based on their age distributions.

### Conclusions and Recommendations

The purpose of the research themed “The Effect of the Social Loafing Perception on the Workers' Sense of Burnout” is to determine the social loafing perceptions of the workers exposed to the same organisational climate towards their colleagues and to examine the effect of these perceptions on the workers' sense of burnout. For this purpose, a face-to-face survey has been applied to 108 workers employed in a public institution in Zonguldak Province and the data obtained has been analysed with the utilisation of SPSS package program.

The analysis results of the data obtained from the research indicate that the male and female concentrations in the sample are almost the same, the weight in the age distribution is collected in the age range of 21-30 years and 51-60 years and upon the examination of the education levels, it is determined that most populated group is the undergraduates, those obtaining an income in the range of TRY 2000-3000 are in majority in terms of monthly income and the majority of them have 4 years or more of job experience in terms of work experience. According to these findings, homogeneous distribution of workers with different genders in the sample was welcomed in terms of finalising the research. It is thought that the perceptions of data providers about social loafing are

healthy because the education level mostly includes associate graduates. The fact that the weighted monthly income level is at the level of public official salary, it is interpreted that the majority of the respondents are public officials and therefore, the population can perceive the social loafing behaviour in a better manner.

This research has revealed a significant relationship between the workers' social loafing perceptions towards their colleagues and their burnout. The direction of this relationship is positive, and the intensity is moderate. The analyses on relationship between these two variables have revealed that 26% of the change in workers' sense of burnout explains the change in social loafing perceptions for colleagues. In addition, as a result of the developed model, it was determined that a 1-unit increase in the social loafing perception for colleagues increased the feeling of burnout by 0.379 units. As a result of the difference analysis performed, it has been determined that the social custody perception does not indicate any significant difference according to gender, monthly income level, education level, job experience and age. With these findings obtained, a new organisational factor that influences the burnout significantly has been introduced to the literature.

Considering performance, a-must criteria of the modern administration, an organisational factor that may affect the burnout at this level must be detailed, examined and differentiated with different workers in different samples. Researchers in the field of organisational behaviour and work psychology should not forget that there are different factors that directly affect workers in the organisational climate as well as factors such as work stress, intention to leave, mobbing, leadership style, which affect exhaustion. Social perception is one of them. The social custodial perception is based on the social custodial behaviours and differs from the perceptions of the work environment. Therefore, researchers who want to work on this subject in the future should pay attention to the fact that the study on which the research will be carried out works as a whole in the same organisational climate, that the performance evaluation is low and that the responsibilities are

based on departments. It is suggested that the managers of the organisations with intense social loafing perception should focus on the task visibility, personalise the responsibilities by distributing them across the departments, activate the performance measurement, apply rotation to the employees who continue the loafing behaviour by doing further analysis and apply organisational co-option to the employees who meet the expected/desired performance.

This research has investigated the effect of social loafing perception on the workers' sense of burnout. The study is important in terms of introducing a new organisational factor affecting burnout into the literature and associating it with burnout in terms of approaches from social loafing perspective to social loafing behaviour and to introduce a new topic of study to the work of psychology discipline.

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